

MAY 1, 1941



TWENTY CENTS

Sales Management

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- ★ Broadcast "Living Testimonials" Help Nutrena Chalk Up 11% Increase in 1940
- ★ High-Spot Cities — Designing to Sell — Future Sales Ratings — Scratch-Pad

THE MAGAZINE OF MODERN MARKETING

"SMOOTH AS STILL WATER"

*Levelcoat** PRINTING PAPERS

Providing all the beauty of costly printing papers
at the price of ordinary paper!



Now you can use printing papers that permit the finest printing results, and, at the same time, allow substantial savings. *Levelcoat** papers have a super-smooth printing surface produced by exclusive coating processes. These papers reproduce four-color process plates handsomely. Products can be portrayed with a high degree of realism. *Levelcoat* is the key to eye-winning printing that puts your story across with enthusiasm and helps move merchandise.

Levelcoat also brings new paper economy. Advertisers who have been paying a premium for superior printing results can make important savings at no sacrifice of quality by specifying *Levelcoat* papers. *Levelcoat* provides all the beauty of costly printing papers at the price of ordinary paper!

On the other hand, if you have a small budget for printing which has limited you to not-so-good appearing catalogs, circulars and brochures, you can now step-up to *Levelcoat* quality paper at little, if any, extra cost.

Seeing is believing . . . Your printer or paper merchant can show you samples of *Levelcoat* papers. Or write Kimberly-Clark for proofs of fine printed results. You'll agree, these new papers do most for the money! They are available through your paper merchant. If you prefer, inquire direct.

*TRADE MARK

Trufect *Levelcoat Paper*

Made super-smooth by new, exclusive coating processes. For high-quality printing.

Kimfect *Levelcoat Paper*

Companion to Trufect at lower cost. For use where quality remains a factor, but less exacting printed results demanded.

Multifect *Levelcoat Paper*

Where economy counts in volume printing, this grade does a splendid job.

KIMBERLY-CLARK CORPORATION • Established 1872 • NEENAH, WISCONSIN

NEW YORK - 122 East 42nd Street

CHICAGO - 8 South Michigan Avenue

LOS ANGELES - 510 West Sixth Street

Inter-Office Memos

of original cost or saleability, or both—than the originals ever were.
As a corollary to product research, market research is also coming more and more into its own. The defense-war program has already changed, dislocated, transplanted, de-created or increased the markets for nearly all kinds of products and services. No one could be more currently conscious of this flux in markets than sales executives who travel the highways. More wonder, then, that this upheaval in America brings market research more and more to the fore and that an ever larger number of business concerns are spending a substantial amount of money and executive time in planning for markets and sales after the war is over.
Nothing like this went on during the period of the last war, so America is also now leagues ahead on this front

4/26/41
Here's a clipping from
of April 20th. Are we
looking into this?
Leo

Jack
Sales Management
Missing something by not

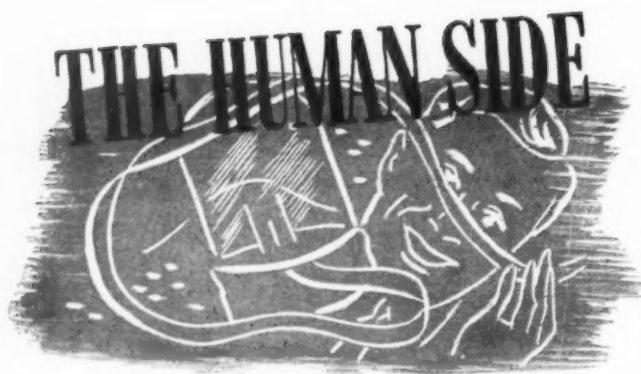
Inter-Office Memos

4/28/41

Les. I think you've got something here - This
will call for an experienced research organ-
ization with nationwide facilities. Suggest
you get in touch with Ross Federal -
Here's their address
Jack

ROSS FEDERAL RESEARCH CORPORATION • 18 EAST 48th STREET • NEW YORK

Boston	New Haven	Albany	Buffalo	Philadelphia	Pittsburgh	Cleveland
Cincinnati	Washington	Charlotte	Memphis	Atlanta	New Orleans	Detroit
Chicago	Milwaukee	Minneapolis	Des Moines	Kansas City	Los Angeles	Indianapolis
Omaha	St. Louis	Dallas	Oklahoma City	Denver		
Portland	Seattle	Salt Lake City				



Records to Lend

Everyone who is "in the know" culturally in San Francisco is familiar with Wilson's Record Library, where—if founder and owner Herbert Wilson likes your looks—you may rent practically any classical recording of music made, as well as a wide selection of rare foreign, primitive, folk and even limited private recordings, readings, poetry recitals, plays, and other unusual records.

In a modernistic studio that is light conditioned, air conditioned and sound conditioned, you may pick out some recondite recording of Eighth Century Chinese temple music, a Balinese dance theme recorded in Bali, vanishing American Indian folk music recordings, or your favorite Bach fugue or Beethoven symphony, and listen to it in one of a dozen soundproof rooms.

If you like a selection and wish to take it away with you, you can do so at a rental cost of from two cents to ten cents a day; and if you decide it's a recording you can't live without, quiet, modest Mr. Wilson is ready to order it for you whether it is easily procurable, or scarce and difficult.

Music lovers of Northern California like the atmosphere of good taste that prevails in the studio, they appreciate hearing practically any new classical recording as soon as it is released (and they don't mind paying for the privilege). They don't know that Wilson's is the only record lending library in the United States of any pretensions (so far as is known), that has managed to stay in business and become a financial success; that it has attained this success in less than six years; and that it was built up from less than scratch by its cultivated founder.

When Mr. Wilson conceived the idea of his Record Library less than six years ago his only capital was a good but miscellaneous personal collection of classical records and—we surmise—a carriage trade sales sense. He had been in the insurance business, in the office and field selling ends, and his company decided to transfer him to another field. He did not wish to leave San Francisco, so he quit his job. Unemployed, with no capital, he meditated on his assets and the future. Not many people would have regarded 600 classical recordings as an asset.

He rented a single small office, brought his records there, classified them, and started telling people they could rent them at so much per day. He advertised in the San Francisco Symphony programs, sent out personal letters to chosen individuals, and with the aid of Mrs. Wilson waited for clients.

During the first six months he did not win as many as 25 steady customers, and there were long days when no one came in at all.

Now he has 400 steady customers and a great many occasional ones; his library has grown to 12,000 records; he has had to take larger space, and two years ago the Wilson studio was given its present modern setting by Architect Irving Morrow, who designed the Golden Gate Bridge. The listening booths are the only completely sound-proof ones in San Francisco, and air conditioned so that enthusiasts may spend an entire day in one of them (as sometimes happens) without suffering from lack of fresh air.

Wilson's has the largest stock of classical, primitive and folk recordings in San Francisco and automatically receives every new classical release from Columbia and Victor. Before the war Mr. Wilson also received all important European recordings not ordinarily released in America, those of the various music societies, and many private recordings.

Three years ago Mr. Wilson started to develop a carefully supervised mail order service (client paying postage) and this service is now in steady operation as far North as Eureka and as far South as Bakersfield. Inquiries come in from points much further afield but because of excessive transportation costs Mr. Wilson discourages such long-distance orders for service. The library's best and most steady customers are musicians, music students, schools and colleges.

Clients are surprised always to find their rented records in first rate condition. "I never let a record run down," Mr. Wilson says. "As soon as I get my money on a record, I sell it and replace it in the library files with a new copy." These used records are usually sold at cost to students and music lovers.

Mr. Wilson and his wife do the major work of running and servicing the library and its order department, with the part-time assistance of a young musician and composer, Lou Harrison, who can talk musical history and technique with the clients. "I don't try to answer the musical questions that my clients sometimes ask me," Mr. Wilson says. "I am a business man, not a musician."

Komfort for Kitty

You may get a letter through the mails one of these days addressed to your cat, in care of you. The letter will run something like this—we quote:

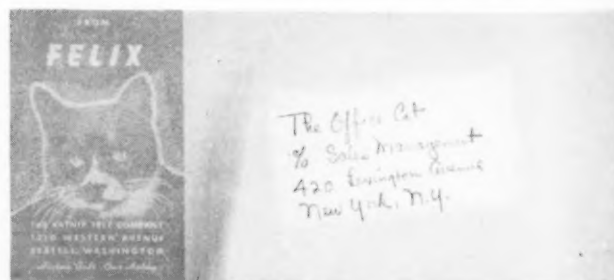
"Dear Kitty-Cat: This letter is addressed to you because it seems more natural to be talking directly to you; and, after all, everything I have to say affects you, your health and comfort. To begin with, I am enclosing a pinch of our pure, fresh catnip. Doesn't it smell good?" Etc.

The writer will be Daniel Yoder, proprietor of The Katnip Tree Co., Seattle, Wash. Mr. Yoder is a resourceful gentleman who is well on his way toward making his first million in kitty accessories—to wit: the Katnip Tree, the Mousie House, Kitty's Powder Room, and Kozy Keg Kitty Bed. All of the items are distributed nationally, in response to advertising in such media as *House and Garden*, *Child Life*, *Sunset*, and the pet magazines.

It all started about five years ago because, as a moth-proofing expert, he saw how many upholstered pieces in people's homes became badly scratched by claw-sharpening kitties. And then there was Felix, his own cat. He had claws, too. So he invented a catnip-treated carpet-wrapped post which cats prefer to upholstered furniture as gentlemen prefer blondes.

Felix is, indeed, quite a help in this cat business. Last May Felix came around to his master and said—to quote again from one of the company's letters—"Why don't you make me a playhouse? There aren't any mice around here . . ."

Yoder made the "Mousie House" in answer to this "request."



Cats are flattered, the interest of owners is piqued. (The envelope is printed in soft blue, a headache to SM's engraver but most attractive to pussy.)

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Today...only ONE

big Philadelphia paper can make this statement



**HERE'S HOW
THE ADVERTISERS
FEEL ABOUT IT...**

**IN THE FIRST
THREE MONTHS
OF 1941 THE
EVENING
PUBLIC LEDGER
HAS GAINED
114,182 LINES
OF DISPLAY
ADVERTISING**

THINGS have happened in the Philadelphia newspaper world . . . startling things from the advertiser's angle.

On a matter of policy . . . circulation policy . . . the new management of the **EVENING PUBLIC LEDGER** can make a statement unique in Philadelphia today.

While other big Philadelphia newspapers are engaged in large space promotion of circulation through insurance policies . . . premiums . . . and prize contests . . . the **EVENING PUBLIC LEDGER** stands aloof from the scramble.

No insurance . . . no premiums . . . no contests . . . are being offered to build circulation for the Philadelphia **EVENING PUBLIC LEDGER**.

The **EVENING PUBLIC LEDGER** is building permanent circulation on its editorial merit and interest. No other big Philadelphia newspaper can make that claim today!

EVENING PUBLIC LEDGER

Spokesman of Philadelphia's New Prosperity

NATIONAL REPRESENTATIVES: PAUL BLOCK AND ASSOCIATES

MAY 1, 1941

[3]



**"What Makes That Dad-Blame Thing Go?"
exclaimed Uncle Zeke**

"WELL, Uncle Zeke, it's a combination of things . . . a carburetor, pistons, transmission gears . . . but most of all gasoline.

"Gasoline, Uncle Zeke, is like advertising. A combination of things makes a business go . . . good merchandise, good merchandising, good management; but most of all good advertising.

"Just like the gasoline in that jalopy produces POWER, and in turn MOTION . . . good advertising produces CUSTOMERS, and in turn SALES."

The Proof of the Pudding

For instance, retail sales in Houston are 5%* above 1929, but retail sales for the entire United States are 12.8%* below 1929. Why? Well, retail advertising in The Houston Chronicle is up 6.1%*, while retail advertising in all newspapers combined in the United States is down 25.5%* from 1929 . . . More intelligently-planned good advertising in Houston has produced more sales in Houston. Less good advertising elsewhere, less sales elsewhere.

Chronicle Retail Advertising Did It Retail advertising in The Chronicle is UP 6.1% over 1929, but retail advertising in the Houston Post is DOWN 19.1%* from 1929, and in the Houston Press is DOWN 23.4%* from 1929. More Chronicle retail advertising has pushed Houston retail sales UP, UP, UP and UP.

*Sources: U. S. Census for 1930 and 1940, and Media Records, Inc.

THE HOUSTON CHRONICLE

First in Circulation and Advertising for 28 Years



R. W. McCARTHY
National Advertising Manager
THE BRANHAM COMPANY
National Representatives

TEXAS' LARGEST DAILY NEWSPAPER

This device is a cardboard and wooden playhouse with mice beckoning provocatively from every window. Inside, within kitty-cat's reach, is a catnip mouse on a string. As soon as kitty lets go, a powerful mechanism yanks the mouse inside again. Very realistic! The cats adore it! (So do their masters.)

Then there's Kitty's Powder Room, another of Felix's "suggestions." The E-Z-Clean Sanitary Kitty Toilet is a \$3.50 item which cat owners go for in a big way, now that it has reached the market. And interestingly, the folding screen which hides the whole thing from crass human gaze was first designed as a counter piece to be used at the point of sale. But people bought it along with the toilet itself, and now it accompanies most orders for \$1.50 more. The enameled pan which is fundamental in the set-up comes in a color selection of green, blue, peach, ivory. This is a deluxe business!

The "Kozy Keg Kitty Bed" is just as ingenious. It is a keg with one end knocked out and the whole beautifully sanded, stained and polished.

"Psychologically, it's right," says Mr. Yoder, "for cats like to sleep in tree trunks, protected on all sides, and the inside of the keg gives them that tree-trunk feeling."

The Katnip Tree Co. will soon burst forth with some new specialties which are in the design process right now. Cat owners often send in suggestions for new items along with their orders. In fact, Mr. Yoder is now getting a quantity of mail from the cats themselves, discussing all sorts of things of interest to cats.

Anyone who owns a cat or wants one would open a letter from this company. The return card says the missive is from "Felix" and reproduces his likeness over the slogan—"Happy Cats—Our Hobby."

"Army Is Nuts," Says Joe

"Lookit, Joe," we said to our case-hardened purchasing agent down the hall in the steel office with "NO" hung across his wicket, "how would you like to buy all this stuff for the army?" We showed him some recently awarded defense contracts.

Old Joe started down the list. It looked all right for awhile: "20,315,000 yds. cotton uniform cloth—\$9,672,442," "662,500 wool blankets—\$4,282,212," "ordnance equipment—\$1,587,350," life preserver vests, cartridge cloth, canned apricots, oil-resisting triple-conductor cable, garbage grinders, granulated sugar, recoil cylinder centrifugal cast liners. Joe bumbled a little when he came across "Roll toilet paper—\$186,840" and "Cotton wiping cloths—\$58,450."

At "3,335,155 yds. mosquito netting—\$687,077" he whispered: "All that netting! One hole the size of a mosquito drill and I'd ship it back!" He got restless at the idea of buying for *any* army "Fibrous glass—\$88,461," "Lead pencils—\$18,176," celluloid wads, alterations to print shop, motor boat bells, "Keys—\$1,020," "Floor wax—\$91,112," "Ladles and skimmers—\$33,490," hones, silk thread, film repairs. Old Joe was wobbling. What if he had to face salesmen for this assortment . . . Joe, a purchasing agent, who knows more about everything than the people who make it!

"Fire station and theater—\$21,148" stopped him. "Good money-saving combination," said Joe, "but they could get along without the fire station if they didn't show the boys such hot pash movies." A contract for "Medium dirty lathes—\$37,345" made him blaspheme all erring type setters. "Skeet outfits—\$2,485" roused his Scotch again. He thought the army could save money by tossing up tin cans instead.

But along toward the end of one day's contracts, Joe bogged down completely at this heterogeny: "Damask, doilies—\$139,590," "Blades for test clubs—\$76,000," "Smoke mixture—\$43,821," "1,000 sets hymnals—\$28,372," "165 Alaskan nurses caps—\$1,320," "Wash borings—\$11,996," "1 pr. horsehide overmits—\$1.90."

"What a nightmare for a purchasing agent," said Joe weakly. "The army is nuts."

SALES MANAGEMENT

Why let inadequate coverage keep your advertising "out in the cold" . . .

**When *every* hot prospect in your market
can be reached by Controlled Circulation**

Nothing saps the power of an advertising campaign quite so much as inadequate coverage. Realizing this long ago, a group of intelligent business paper publishers put themselves to the task of providing advertisers with 100% market coverage. As they held the problem up and studied its many facets, they discovered a glaring fallacy which, almost alone, stood in the way of complete coverage.

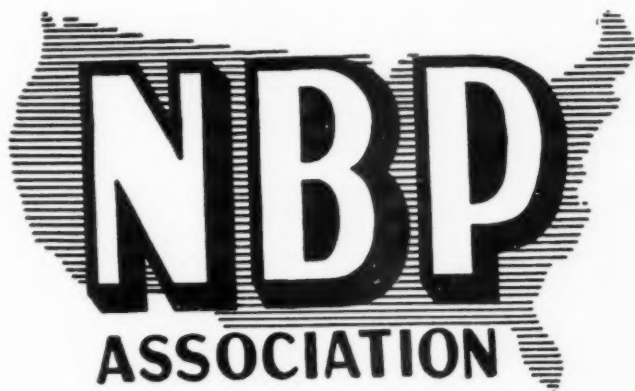
They saw that so long as a magazine depends on a subscription method of circulation, it never could cover its entire market. Why? Because they knew, as any salesman knows, that it takes a miracle man to reach and sell even 50% of his market.

Here was the big stumbling block. How they overcame it by the healthy uprooting of old conventions is a well-known story in the history of publishing.

They set up the outstanding controlled circulation publications (now members of NBP) and did away with subscription-getting machinery.

They plunged their entire resources into creating magazines so vital to the interests of their readers that they knew they had to be read. They built "buying power" lists which were the last word in accuracy and completeness. And then they placed their papers directly into the hands of *all* buying power in their respective markets. What happened caused the publishing world to gasp in astonishment. The unconventional controlled circulation publications were an instant success. The number of leading advertisers who use their pages is proof of their success today—and tomorrow.

Such *controlled* circulation can now be purchased in N.B.P. publications by an advertiser with a full knowledge of facts, thanks to the C.C.A. (Controlled Circulation Audit) which guarantees publishers' circulation facts and figures. Make any sort of comparative test you desire. Let results show you how circulation control can take your advertising "in out of the cold." National Business Papers Association, 2 West Forty-fourth Street, New York City.



NATIONAL BUSINESS PAPERS ASSOCIATION



Sales Management

VOL. 48, NO. 10

MAY 1, 1941

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Notes from the Managing Editor's Desk

'Way back in May, 1936, SM printed an article, "Should the Company's Best Salesman Write the Annual Report?" In it we begged surcease from CPA terminology, pled for reports that would do a real public relations job. Since that day, many a company, big and small, has come around to our way of thinking. Photographs (many in color), charts and Pictographs, facts showing what an individual company contributes to society, are conspicuous among the new crop of annual reports. Ideas from a group of them are pictured and reviewed on pages 22 and 23.

* * *

Cartoonist Angelo long ago demonstrated that he can be cruel to management and make them like it. SM editors voted the drawing on page 28 of this issue one of his best. When you're next tempted to roll back in your chair and dictate a high-sounding "inspirational" bulletin to your salesmen, count ten, look at this cartoon, then choose your words with care.

* * *

We're turning over to Ross Federal today an assignment to do the field work on a survey which will seek to pin down some facts about the consumer's attitude toward price. It will appear June 1.

A. R. HAHN



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"I'D NEVER THINK THEY LISTEN DIFFERENT!"

● If you (or anybody you know) thinks there aren't significant preferences in the listening habits of various kinds, ages and classes of people, you need a copy of the 1941 Iowa Radio Audience Survey. There *are* decided preferences . . . and the Survey will tell you what they are! (Also it will help you plan a lot of really dependable ideas on ways to *capitalize* these preferences.)

Whether your best prospects are urban, village

or farm families—the 1941 Iowa Survey will tell you

1. Which *programs* they "listen to most"
2. Which *stations* they "listen to most"
3. How *much* they listen to each station named as "listened to most"

Won't that help you with your radio plans?

Fourth of an annual series of similar studies, the 1941 Survey is now under way. Eighty trained interviewers are sampling the Iowa audience, under the direction of Dr. H. B. Summers of Kansas State College and Dr. F. L. Whan of the University of Wichita. Within a few weeks the figures will be on the press. If you'll drop us a line *now*, we'll put you down for one of the *first copies*. No obligation, of course. Address:

WHO

+ *for* IOWA PLUS! +

DES MOINES . . . 50,000 WATTS

J. O. MALAND, MANAGER

FREE & PETERS, INC. National Representatives

MAY 1, 1941

[7]

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for May, June & July	Sales Prospect for Next 12 Months		Sales Prospect for May, June & July	Sales Prospect for Next 12 Months
Advertising	★★★★	★★★★	Machine Tools	★★★★★	★★★★★
Air Conditioning	★★★★★	★★★★	Machinery (Agr'l)	★★★★	★★★★
Airline Travel	★★★★	★★★★★	Machinery (Ind'l)	★★★★★	★★★★★
Aircraft Sales	★★★★★	★★★★★	Meats	★★	★★
Automobile Sales	★★★	★★★	Metal Containers	★★	★
Automobile Tires	★★★★	★★★	Metals (Non-Ferrous) ..	★★★★★	★★★★★
Baking (General)	★	★	Motion Picture Receipts	★★★★	★★★★
Banks (Revenues)	★	★★	Munitions	★★★★★	★★★★★
Beer	★	★	Musical Instruments ..	★★★	★★★★
Building & Materials ..	★★★★★	★★★★★	Office Equipment	★★★	★★★
Candy & Chewing Gum	★	★	Oil (Cooking)	★	★
Canned Fruits and			Paint	★★★★★	★★★★★
Vegetables	★★	★★	Paper (Newsprint) ...	★★★★	★★★★
Cereals	★	★	Paper (Wrapping and		
Chemicals (Misc.) ..	★★★★★	★★★★★	Container)	★★★★	★★★
Cigarettes	★	★	Photographic Supplies ..	★★★★	★★★★
Cigars	★	★	Plastics	★★★★★	★★★★★
Clothing (Men's, Wo-			Printing and Publishing		
men's & Children's) ..	★★★	★★★	Equipment	★★★	★★★
Coal (Anthracite)	★★★	★★	Radios	★★★★	★★★
Coal (Bituminous) ...	★★★	★★★★	Railroad Equipment ..	★★★★★	★★★★★
Cosmetics	★★	★★	Railroads (Net Income)	★★★★★	★★★★★
Cotton Textiles	★★★★	★★★★	Refrigerators	★★	★★
Dairy Products	★★	★★★	Restaurants	★★★★	★★★★★
Department Stores ..	★★★	★★★	Rural Stores	★★★	★★★★
Diesel Engines	★★★★★	★★★★★	Security Financing	★	★
Drugs and Medicines ..	★★	★★	Shipbuilding	★★★★★	★★★★★
Electrical Equipment			Shoes	★★★	★★★
(Heavy)	★★★★★	★★★★	Silk Textiles	★	★
Electrical Equipment			Soap	★★	★
(Light)	★★	★★★	Soft Drinks	★★	★★★
Exports	★★★★★	★★★★★	Sporting Goods	★★★	★★★★
Flour	★	★	Stationery (Commer'l) ..	★★★★	★★
Furs	★★★★	★★★	Steel and Iron	★★★★★	★★★★
Gasoline and Oil	★★★★★	★★★★★	Sugar	★★	★★
Glass and Materials ...	★★★★★	★★★★★	Surgical Equipment and		
Groceries	★	★	Supplies	★★★	★★★
Hardware	★★★★	★★★★	Synthetic Textiles		
Hotels	★★★★	★★★★★	(Rayon, Nylon, etc.)	★★★★★	★★★★★
House Furnishings			Television	★★★	★★★★
(Floor Coverings,			Toothpaste and Mouth		
Furniture, Beds, etc.)	★★★	★★★	Washes	★	★
Household Products			Toys and Games	★★★★	★★★★
(Kitchenware and			Trailers (Autos)	★★★★	★★★★
Miscellaneous)	★	★	Travel (Domestic) ...	★★★★	★★★★
Imports	★	★★	Travel (Sea)	★	★
Insurance (Life)	★★★	★★★	Trucks	★★★★★	★★★★★
Jewelry	★★★	★★★	Utilities—Electric	★★	★★
Laundry	★★	★★★	Utilities—Gas	★★	★★★
Liquor (Alcoholic			Utilities—Telegraph ..	★★	★★
Beverages)	★	★	Utilities—Telephone ..	★★★	★★
Luggage	★	★★	Washers—Household ..	★★	★★

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Accelerated Arming Has Varying Effect on Rated Industries

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Thus, not a great deal more than \$4,000,000,000 actually has been spent and the entire American business economy is creaking under the load. This figure represents *actual disbursements by the Treasury in payment of defense bills; contract awards*, of course, total much more (around \$15,000,000,000), but it is interesting to observe what the mere beginnings of the program already have achieved. The \$4,000,000,000, or so, really expended is no more than a tenth of the aggregate program, which as now contemplated exceeds \$40,000,000,000.

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Construction ahead of schedule of many defense plants points to a spurt in production. Aircraft plants in some instances are going into production several months ahead of schedule, and for the time being, expansion of output is more a matter of obtaining labor supply and materials than of capacity. Readjustments for defense production honeycomb United States industry, and the search for sales opportunities must take this into consideration. Actual legislation, moreover, is in the making for direct curtailment of consumer credit, including Federal Housing guarantees, auto instalment sales and household appliance financing.

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It's no secret why women like The New York Times



... and it's no secret either why advertisers like The New York Times. Reaching one of the largest audiences of women reached by any newspaper in the country, The Times delivers to advertisers one of the most responsive markets in the country. Which is why advertisers use The Times more than any other newspaper in New York. **THE NEW YORK TIMES**

"ALL THE NEWS THAT'S FIT TO PRINT"

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for May, June & July	Sales Prospect for Next 12 Months		Sales Prospect for May, June & July	Sales Prospect for Next 12 Months
Advertising	★★★★	★★★★	Machine Tools	★★★★★	★★★★★
Air Conditioning	★★★★★	★★★★	Machinery (Agr'l)	★★★★	★★★
Airline Travel	★★★★★	★★★★★	Machinery (Ind'l)	★★★★★	★★★★★
Aircraft Sales	★★★★★	★★★★★	Meats	★★	★★
Automobile Sales	★★★	★★★	Metal Containers	★★	★
Automobile Tires	★★★★	★★★	Metals (Non-Ferrous) ..	★★★★★	★★★★★
Baking (General)	★	★	Motion Picture Receipts ..	★★★★	★★★★
Banks (Revenues)	★	★★	Munitions	★★★★★	★★★★★
Beer	★	★	Musical Instruments ..	★★★	★★★★
Building & Materials ..	★★★★★	★★★★★	Office Equipment	★★★	★★★
Candy & Chewing Gum ..	★	★	Oil (Cooking)	★	★
Canned Fruits and ..			Paint	★★★★★	★★★★★
Vegetables	★★	★★	Paper (Newsprint) ..	★★★★	★★★★
Cereals	★	★	Paper (Wrapping and ..		
Chemicals (Misc.) ..	★★★★★	★★★★★	Container)	★★★★	★★★
Cigarettes	★	★	Photographic Supplies ..	★★★★	★★★★
Cigars	★	★	Plastics	★★★★★	★★★★★
Clothing (Men's, Wo-			Printing and Publishing ..		
men's & Children's) ..	★★★	★★★	Equipment	★★★	★★★
Coal (Anthracite)	★★★	★★	Radios	★★★★	★★★
Coal (Bituminous)	★★★	★★★★	Railroad Equipment ..	★★★★★	★★★★★
Cosmetics	★★	★★	Railroads (Net Income) ..	★★★★	★★★★★
Cotton Textiles	★★★★	★★★★	Refrigerators	★★	★★
Dairy Products	★★	★★★	Restaurants	★★★★	★★★★★
Department Stores	★★★	★★★	Rural Stores	★★★	★★★★
Diesel Engines	★★★★★	★★★★★	Security Financing	★	★
Drugs and Medicines ..	★★	★★	Shipbuilding	★★★★★	★★★★★
Electrical Equipment ..			Shoes	★★★	★★★
(Heavy)	★★★★★	★★★★	Silk Textiles	★	★
Electrical Equipment ..			Soap	★★	★
(Light)	★★	★★★	Soft Drinks	★★	★★★
Exports	★★★★★	★★★★	Sporting Goods	★★★	★★★★
Flour	★	★	Stationery (Commer'l) ..	★★★★	★★★
Furs	★★★★	★★★	Steel and Iron	★★★★★	★★★★
Gasoline and Oil	★★★★★	★★★★★	Sugar	★★	★★
Glass and Materials ...	★★★★★	★★★★★	Surgical Equipment and ..		
Groceries	★	★	Supplies	★★★	★★★
Hardware	★★★★	★★★★	Synthetic Textiles ..		
Hotels	★★★★	★★★★★	(Rayon, Nylon, etc.) ..	★★★★★	★★★★★
House Furnishings ..			Television	★★★	★★★★
(Floor Coverings, ..			Toothpaste and Mouth ..		
Furniture, Beds, etc.)	★★★	★★★	Washes	★	★
Household Products ..			Toys and Games	★★★★	★★★★
(Kitchenware and ..			Trailers (Autos)	★★★★	★★★
Miscellaneous)	★	★	Travel (Domestic) ...	★★★★	★★★★
Imports	★	★★	Travel (Sea)	★	★
Insurance (Life)	★★★	★★★★	Trucks	★★★★★	★★★★★
Jewelry	★★★	★★★	Utilities—Electric	★★	★★★
Laundry	★★	★★★	Utilities—Gas	★★	★★★
Liquor (Alcoholic ..			Utilities—Telegraph ..	★★	★★★
Beverages)	★	★	Utilities—Telephone ..	★★★	★★
Luggage	★	★★	Washers—Household ..	★★	★★

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"ALL THE NEWS THAT'S FIT TO PRINT"

Current Effective Buying Income

(Estimated for 12 Months Ending June 30, 1941)

State & Section	Ratio of Change (USA=100) for 12 months ending June 30	Per Family Annual, 12 months, thru June	Gain in Millions of Dollars over Year 1940	State & Section	Ratio of Change (USA=100) for 12 months ending June 30	Per Family Annual, 12 months, thru June	Gain in Millions of Dollars over Year 1940
Maine.....	93.6	\$2,164	6.70	Delaware.....	102.0	2,920	8.32
New Hampshire.....	95.9	2,029	7.60	Maryland.....	103.2	2,611	62.92
Vermont.....	97.4	2,303	7.58	D. C.....	94.9	4,155	10.50
Massachusetts.....	97.8	2,952	96.15	Virginia.....	102.3	1,782	57.40
Rhode Island.....	104.2	2,796	38.88	West Virginia.....	97.6	1,724	14.33
Connecticut.....	107.9	3,370	105.00	North Carolina.....	95.7	1,414	21.80
New England.....	100.4	2,875	261.91	South Carolina.....	101.7	1,300	34.45
New York.....	97.0	2,954	191.34	Georgia.....	99.2	1,375	25.17
New Jersey.....	104.0	2,788	156.87	Florida.....	97.4	1,787	30.60
Pennsylvania.....	101.0	2,637	230.44	South Atlantic.....	99.4	1,794	265.49
Middle Atlantic.....	99.6	2,822	577.65	Arkansas.....	100.1	1,050	13.13
Ohio.....	103.3	2,503	255.70	Louisiana.....	93.3	1,364	15.80
Indiana.....	104.2	2,072	119.72	Oklahoma.....	96.6	1,575	13.24
Illinois.....	100.9	2,487	214.39	Texas.....	96.7	1,730	40.00
Michigan.....	105.7	2,693	220.69	West South Central.....	95.9	1,537	82.17
Wisconsin.....	103.8	2,260	95.36	Montana.....	102.2	2,247	12.76
East North Central.....	103.0	2,470	905.66	Idaho.....	95.9	1,792	5.43
Minnesota.....	100.6	2,282	62.20	Wyoming.....	97.6	2,355	5.21
Iowa.....	99.6	2,030	54.68	Colorado.....	95.7	1,840	3.04
Missouri.....	97.7	1,861	50.26	New Mexico.....	96.9	1,484	6.25
North Dakota.....	97.2	1,694	3.06	Arizona.....	97.7	1,893	10.15
South Dakota.....	99.4	1,710	5.26	Utah.....	102.5	2,114	10.26
Nebraska.....	98.6	1,745	14.74	Nevada.....	101.5	2,812	2.64
Kansas.....	100.0	1,647	31.63	Mountain.....	98.2	1,947	55.74
West North Central.....	99.4	1,926	221.83	Washington.....	99.5	2,124	36.23
Kentucky.....	96.9	1,269	16.57	Oregon.....	97.9	1,964	18.60
Tennessee.....	96.4	1,294	12.75	California.....	100.6	2,617	260.48
Alabama.....	101.8	1,058	25.92	Pacific.....	100.2	2,454	315.31
Mississippi.....	92.4	776	7.77	United States.....	100.0	2,216	2,759.04
East South Central.....	96.9	1,119	63.01	Relative	108.2		
				Actual			

See page 70 for complete list of High-Spot Cities

Every state in the Union will show an income gain for the year ending June 30, and the national figure is up 8.2%. The first column above, "Ratio of Change," is a yardstick of relative change, with U. S. A. representing 100. At the end of the column appears the actual estimated national change, which this

month is 108.2. A state figure of 94.9, for example, signifies a percentage gain smaller than the nation's. To find that state's gain or loss over its own previous year, multiply 94.9 by 108.2, point off four places. The result, 102.7, means that the state is 2.7% better off, even though its gain is less than the nation's.

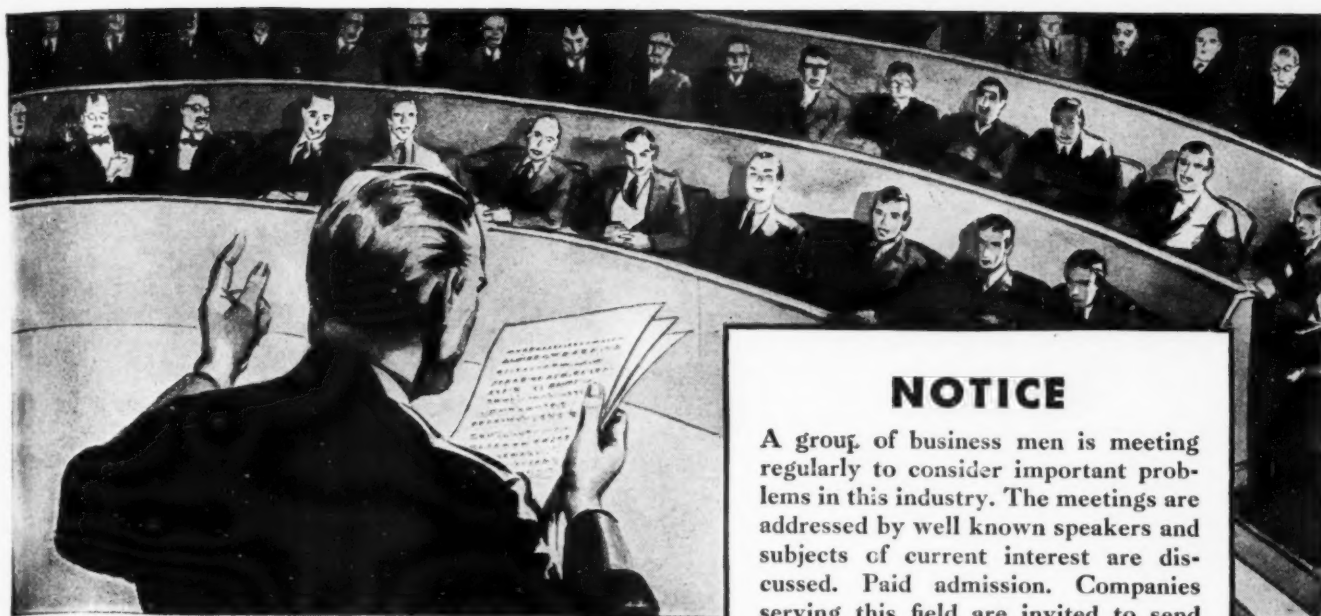
INCOME FORECAST MAP

MAY - JULY

How States Will Compare with Nation in Estimated Changes in Effective Buying Income As Against Same Period Last Year



PICTOGRAPH BY
Sales Management



NOTICE

A group of business men is meeting regularly to consider important problems in this industry. The meetings are addressed by well known speakers and subjects of current interest are discussed. Paid admission. Companies serving this field are invited to send representatives to describe their products and services.

Such a notice might well describe the issues of this publication.

Advertisers

... get the facts about this audience

EVERY issue of this publication reaches an influential audience which welcomes news and information about products or services for their business. In these pages you are offered an opportunity to talk to this audience.

If you were going to pay for the privilege of actually talking to an audience about your business, you would want to know all about it. How many people? What is their occupation and business? Where are they from? How much did they pay to get in? Will it pay you to talk to them?

The answer to these and many other questions would decide the value of the audience to your business.

From an investment standpoint it is just as important that you should know *all* about the people who will see your sales message when you advertise in this or any other business paper.

In order to select the right media, with the assurance that you get what you pay for and that your audience will be receptive to the particular message that you have to tell, base your selection on the verified information to be found in A.B.C. reports.

That is why we belong to the Audit Bureau of Circulations—to give advertisers audited facts and figures about the audience they will talk to when they advertise in these pages.

A. B. C. PROTECTS YOUR ADVERTISING

Paid subscriptions, renewals, evidence of reader interest, are among many facts in A. B. C. reports that are definite guides to effective media selection. When you buy space in A. B. C. publications your advertising is safeguarded by audited circulation. Always ask for A. B. C. reports.

SALES MANAGEMENT

Member of the Audit Bureau of Circulations



Ask for a copy of our latest A. B. C. report

A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES

MAY 1, 1941

[11]



ANYBODY HERE SEEN ANNIE OAKLEY?

This is one of Annie Oakley's formal calling cards.

Notice the initial of her last name, drilled spang through the center. The late Mrs. Oakley had such a passion for knocking the spots off playing cards that any free ticket, punch-marked as "complimentary," is now known to the boys around the corner as an "Annie Oakley."

We got interested in the subject when we noticed how many people are getting Annie Oakleys to FORTUNE all the time. When we checked up we discovered that the average FORTUNE copy is read by *ten extra readers every month* (not including library readers).

That's a lot of Annie Oakleys, and most of them are passed around to friends of FORTUNE subscribers. Since 85% of FORTUNE's 150,000 subscribers are Management men, it becomes obvious that a large percentage of FORTUNE's more than *one million* extra readers are also men in Management: Presidents,

Vice-Presidents, Engineers, Research Men, Purchasing Agents, Sales Managers, Secretaries, Treasurers, Production Managers, and younger men constantly working into Management positions.

And FORTUNE has documented proof that these extra readers are *responsive* readers. A single advertisement in FORTUNE pulled 800 inquiries—500 of which were from readers who do not subscribe to FORTUNE, but whose positions, backgrounds and interests closely parallel those of FORTUNE's subscriber-circulation. (Details on request.)

To the advertiser with a message to Industry, FORTUNE's multiple coverage of Management is important. It means that for every reader whom he pays to reach in FORTUNE's guaranteed circulation, the advertiser is given at least *ten* Annie Oakleys—ten free passes to the attention of the most potent buying market in the world—the Management men of America.

"But we have a difficult problem."

To advertisers who say this, FORTUNE replies that most successful campaigns addressed to Management have grown out of difficult problems . . . after one question has been answered:

"Where does Management read advertising with most interest?"

. . . Recent figures obtained by FORTUNE's Marketing Service Department in its constant investigation into Management advertising problems show that:

85% of FORTUNE'S subscribers are officers, managers, directors, department heads, partners or owners of businesses . . . and *every* survey has shown that in FORTUNE the advertiser reaches Management more certainly, effectively and economically than in any other magazine.

Fortune

The Magazine of Management

85% OF FORTUNE'S 150,000 SUBSCRIBERS ARE MANAGEMENT MEN

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending May 1, 1941:

Believe It Or Not Figures

CURRENT FIGURES ON RETAIL SALES GAINS are so sensational that in type they look like printer's errors with misplaced decimal points. For the four most recent weeks on which department store figures are available to the Federal Reserve Board, the national showing as compared with last year is as follows—the weekly average for 1935-1939 equalling 100: April 12 this year, 135, last year, 97; April 5, 131 and 112; March 29, 117 and 88; March 22, 111 and 113.

When we look at department store figures for individual cities during the week ended April 12, the plus signs are dazzling both in quantity and degree. Here, for example, are cities where gains exceeded 50%: Baltimore, 68; Cincinnati, 55; Cleveland, 52; Columbus, Ohio, 80; Ft. Worth, 74; Indianapolis, 72; Little Rock, 83; Memphis, 64; Nashville, 69; Philadelphia, 57; Pittsburgh, 51; Seattle, 50; St. Joseph, 62; Washington, 82; Wichita, 53.

Proof that more people are earning high incomes and are spending freely is also apparent in the automotive statistics where the first quarter sales of new General Motors cars to consumers jumped 169.5% over 1938. The figures for this company may be taken as truly representative because it is by far the largest producer. Here are actual sales of passenger cars and trucks to consumers for the first quarter in each of four years:

1938	226,000
1939	314,000
1940	419,000
1941	609,000



Despite the seeming slowness of the defense program in getting under way—seemingly slow when measured against the terrible urgency—the actual defense expenditures for the first half of April, this year, were \$407,000,000 as against only \$81,000,000 for the same period last year, or a gain of slightly over 400%.

Not only is the rate of spending already far above that of a year ago but in addition it promises to proceed virtually by leaps and bounds in the months ahead. The authorized amount still to be spent can be described only in terms of multi-billions of dollars.



Speaking of billions, someone has figured that if Adam 6,000 years ago had started working for \$1 an hour, being paid in silver dollars, and steadily pursued his toil each working day at eight hours daily, he would just at this time be placing his last dollar on the first billion.

Another concept of a billion dollars is that it represents a pyramid 16 feet square and 168 feet high of silver dollars. It would require three average laborers with wheelbarrows and shovels three weeks to remove such a pile of dollars from one side of a street to the other.



A study of the cities which are showing the greatest gains in business reveals unusual diversification in the list. A

very considerable percentage of the Preferred Cities-of-the-Month shown on Page 70 have no immediate contact with defense spending and especially with heavy armament work. Many of them, you will note, are cities allied with the textile industry—such as Columbus, Charlotte, Columbia; others are near big army camps or naval bases and construction yards, in which list we include El Paso, San Diego, the Norfolk area, and Jacksonville. It is because of this diversification that we believe there will be a notable lack of seasonal let-down this Summer for alert sales organizations.

Because of the accelerated pick-up in industrial areas, many executives have lost sight of the excellent outlook for farm sections. Sales prospects in rural centers this year are the best in many seasons, for in addition to good crops and good prices, the farmer is favored by relatively low prices for the products he wants to buy. The Babson Business Service in the April 14 issue says, "We particularly like the sales outlook in the farm areas for clothing, automobiles, household equipment, radios, farm equipment, automobile accessories, sport clothing and equipment and furniture. *Hit the farm areas this year with the most intensive selling campaign you have used since 1929—it will pay big sales dividends.*"

What the Census Really Means

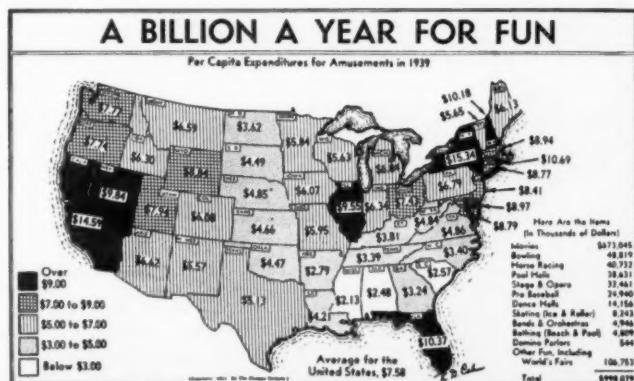
DR. VERGIL D. REED, the able Acting Director of the Bureau of the Census, makes editorial work light for us this week by providing a summing up of the highlights of the population and business census, and we hereby turn the department over to Dr. Reed down to the next heading:

"We are emerging from the melting pot stage and becoming more truly an American race with its own characteristics. For the first time in 150 years we have had—for good or evil—a decade practically free from polyglot contributions. As a people, we are for the first time practically on our own.

"The number of family units increased from 29,904,663 to 34,861,265, or by 16.6%—more than twice the ratio of population increase.

"The average American is now 29 years old, up from 26.4 in ten years. He was once 16.

"Cities, within their corporate limits, have, except in special instances, practically ceased to grow, but suburban areas adjacent to cities continue to grow at a rapid rate.



"Color and sex composition are practically unaltered, although as in other mature nations, the ratio of males to females is decreasing.

"There are approximately three million more young people between ten and twenty years of age than between one and ten and the proportion of all under 20 is markedly reduced. Those 65 and over have increased to almost 9,000,000 or 35% in a decade—five times the ratio of increase of the whole population.

"The proportion of both young and old in the labor force has declined markedly during the decade. The proportion of female workers between 20 and 64 has continued its increase.

"The 1940 Farm Census is replete with evidences of growing American efficiency and specialization. Farm population has stood still for ten years. It is now 23.1%. It was once 95. The march of efficiency has increased the average size of farms by 17 acres in ten years and eliminated several hundred thousand farm units.

"In the South the tractor, together with the desire of the landowner to participate in the benefit program, made farm laborers of more than 200,000 share croppers. Horses and mules, continuing the way of the dinosaur, took with them in 20 years the capacity to consume the food from 70,000,000 acres—enough land to feed 84,000,000 increased human population, which we *do not have*.

"Each day the 34-odd million American families lay \$140,000,000 on the counters of 1,770,000 retail stores. They toss in another \$12,000,000 to the service businesses, such as laundries and beauty shops—no longer home industries; they spend \$3,000,000 a day for amusements; \$2,500,000 a day for hotel service, and that mushroom of industry—the tourist camp—gets \$100,000 a day. If you clustered all tourist camps together in one place, you would have a city the size of a Minneapolis or a Cincinnati.

"The American housewife is the biggest retail buyer in the world. Her average annual purchase of retail goods is \$1,200 a year, or \$4 a day. Twenty-four per cent of that goes to food stores; 15% to department, variety and general stores; 8% to apparel stores; 4% to furniture, household and radio stores; 20% to automotive stores and filling stations, and 4% to drug stores. Indicative of our demand for service and convenience is the fact that there is a retail store for every 20 families; a food store for every 62; an apparel store for every 326, and a drug store for every 602.

"And if you worry about the cost of keeping your car, you may like to know that each group of 128 car owners supports a filling station and each group of 516 motor car owners supports an automotive store. And the American practice of eating and drinking away from home calls for a restaurant or a drinking place for every 431 persons.

"Ninety-two per cent of all retail stores are independent and they do 74.7% of the total business compared with 73.3% in 1935 and 77.6% in 1929."

Industry's Best Foot Forward

IS INDUSTRY COOPERATING WITH THE NATIONAL DEFENSE PROGRAM? Of course it is, with a few possible exceptions, but the general public hasn't begun to realize that the sum total of all America's productive capacities never has been tapped and that it will be equal to any demand that may be made upon it. Here and there we find organizations that are farsighted enough to realize the importance of taking their own workers and the general public behind the scenes and showing them what industry is doing. Unfortunately these organizations are exceptions to the general rule. Industry takes altogether

too much for granted as to the public's understanding, both of its efficiency and its patriotism.

We have before us, as we dictate, three examples of industry's putting its best foot forward and they illustrate three areas where more information is needed. The General Electric Co. issues a monthly four-page bulletin called the "General Electric Commentator"—issued for the purpose of keeping GE employees informed on matters affecting the company and its operation. The issue from which the illustration on this page is taken is called "National Defense—Our Biggest Job." Other recent issues of this excellent bulletin have discussed such diverse problems as smoothing out the business cycle through savings, dusting off GE's family album, a frank and effective talk about wages and hours, a look at industry's record of progress, and the pros and cons of whether national defense will lower our living standard. The GE's "Commentator" is an excellent example of keeping employees informed.

The next area where information is needed is among the people of the community where a company's plant is located, and a good example of how to keep the townspeople informed is a recent full newspaper page of the Caterpillar Tractor Co. The company in this page breaks down the preceding night's 45 carloads of Caterpillar products and first points out that there are no guns, tanks, and shells in the shipment, but tractors, engines and road machinery—the normal-time products of the plant, but now in the very vanguard for defense. There are motor graders going to an Army camp and Diesel electric generators going to a cantonment where they will be mounted on skids and dragged from place to place to operate batteries and floodlights for night work. There are tractors for Britain, and tractors for American airports, and equipment that will service the Navy and machines for an industrial plant that has millions of dollars of defense orders.

Then Caterpillar goes on to show that not all of their output goes to such jobs—but after the preferential assignments to primary defense jobs, their products are going to countless other needs in agriculture, oil production, road building, mining and the like—"there is need to preserve the industrial strength of our nation to provide the equipment for doing countless tasks better, quicker, cheaper to keep for America the things that are made in America."

The third area where more information is needed is in the nation at large, and here the recent series of the General Motors Corp. is an excellent example of how a national maker and distributor keeps his public informed.

G.E.'s DEFENSE LOAD IS GROWING DAILY

★
OUR DEFENSE EFFORT TODAY IS TWO AND A HALF TIMES
WHAT IT WAS EIGHT MONTHS AGO



A good example of how to keep employees informed is the GE monthly "Commentator." See "Industry's Best Foot Forward" above.



Van Bomel



McDaniel



Kernaghan



Arkell

L. A. VAN BOMEL succeeds Thomas H. McInnerney as president of National Dairy Products Corp. The latter, now board chairman, was the founder of National Dairy and was its only president during its 18-year history. Mr. Van Bomel's father, grandfather and great-grandfather were dairymen. For the past 37 years he has been with Sheffield Farms, ND's N. Y. subsidiary, and since 1927 has been its president. He has also been executive vice-president of ND for the past four years.

E. D. MCDANIEL is appointed president of Vitamins Plus, Inc., N. Y., affiliate of Vick Chemical Co. Joining White Laboratories in 1935, he was soon made general sales manager and two years ago became v.p., which post he now leaves.

CHARLES S. KERNAGHAN, formerly field manager of RCA Manufacturing Co. in charge of the Midwest district, has been appointed sales manager of L. E. Waterman Co., N. Y. fountain pen firm. He entered the General Electric research laboratories in 1925 and helped develop radio tubes. Three years later he joined E. T. Cunningham Co., tube manufacturer, which was absorbed by RCA. While with RCA he was partly responsible for development of the portable radio set.

W. CLARK ARKELL succeeds Bartlett Arkell as president of Beech-Nut Packing Co., Canajoharie, N. Y. The latter, now chairman of the board, occupied the presidency for 50 years. Mr. W. Clark Arkell was formerly vice-president.

NEWS REEL



Jackson



Schroeder



Kanow



Kehoe

WILLIAM E. JACKSON becomes general sales manager of Westinghouse Radio Stations, Inc., Philadelphia. The stations include KDKA, Pittsburgh; KYW, Philadelphia; WBZ, Boston; WBZA, Springfield, Mass.; WOWO-WGL, Fort Wayne. For the past four years he has been s.m. of KDKA. He joined the station in 1930.

C. L. SCHROEDER, vice-president of McLaughlin, Gormley, King Co., Minneapolis, has been appointed general sales manager. He has been in charge of the company's food products division sales for the past four years. Now he will also direct sales of the insecticide division.

CURT KANOW, formerly vice-president and director of Froedart Grain & Malting Co., has been appointed vice-president of Milwaukee Western Malt Co. Starting as a bookkeeper for Froedart in 1920, Mr. Kanow rose through the ranks rapidly. He is a member of the Milwaukee Grain Stock Exchange and an associate member of the Master Brewers' Association.

SAM H. KEHOE has been appointed manager of the automotive division of Farnsworth Television & Radio Corp. His headquarters will be in a newly established office in Detroit. He has been connected with the automotive industry for the past ten years.

Photograph of Mr. McDaniel by Conway Studios; Mr. Kernaghan, by Cosmo-Sileo; Mr. Schroeder, by L. S. Donaldson; Mr. Kanow, by Stein.



Photo courtesy Super Market Merchandising

When Women Enter Super Markets, Do They Know What Brands They'll Buy?

The question often has been asked, "To what extent have women decided on the brand they'll buy before they enter a store?" but, like Mark Twain and his weather, no one ever did anything about it until Sales Management and Ross Federal interviewed 1,472 women as they were about to enter super markets, and examined their shopping lists.

ACTING for the editors of SALES MANAGEMENT, field workers of the Ross Federal Research Corp. last month politely asked 1,472 women about to enter super markets to show them their shopping lists. Of these women 955, or 64.9%, had no written lists. Their purchases obviously would be guided largely by memory of their needs, knowledge of the size of their pocket-books, and by pricing and display of the merchandise they saw. But 517, or 35.1%, did have written lists.

Contacts with the shoppers were made either directly in front of the store or in the store's parking lot as women left their cars. The Ross Federal men were ordered to confine their interviews to the neighborhood of independent super markets. The survey

was made in ten cities, stretching from coast to coast.*

If a women had no written list, the interviewer thanked her, and moved on to another shopper. If she did have a list, the interviewer said, "I am making a survey for a national magazine, and we are attempting to find out shoppers' buying habits and their brand preferences. Would you be good enough to go over your shopping list with me and tell me what brands you have listed on your shopping list?"

The 517 lists, when examined, could be broken down into these groups: 58 where no brand names were listed.

* Cities and number of interviews: Atlanta, 107; Boston, 122; Chicago, 193; Cleveland, 157; Dallas, 91; Indianapolis, 110; Kansas City, 175; Minneapolis, 120; Philadelphia, 155; San Francisco, 242.

383 where some brand names were listed.

76 where all brand names were listed.

Interviewers were supplied with schedules containing 46 types of food store products, and were instructed to ignore loose and bulk products, and also fresh fruits, vegetables, meat, fluid dairy products and the like. They concentrated on boxed, bottled, wrapped or canned products, generally known as packaged products.

If the shopper had on her list, "2 cans coffee," for example, with no brand names mentioned, she would be asked what brand she expected to buy. These verbal responses are kept separate from the written lists in the adjoining tables. Presumably the shopper who has written "1 can Maxwell House" is somewhat more likely to come out of the store with Maxwell House than one who "thinks" she'll buy Maxwell House, but hasn't bothered to write it down.

Women in Boston, Indianapolis and Minneapolis had a far higher than average percentage of written lists, and also the highest percentages of those who listed all brand names. However, this may be more interesting than significant, for the samples in any one city were too small to permit positive

Table 2

What Individual Brands Do Women Put on Shopping Lists?

This is a breakdown by brands of the summary figures from Table 1, taken from the written shopping lists of 517 women about to enter independent super markets in ten cities. "Written Brands" means that the woman had on her list, for example, "1 can Calumet." The heading "Verbally Specified Brands" means that her list may have read "1 can Baking Powder" but when questioned she said she was going to buy Calumet.

PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified	Total in Units	PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified	Total in Units
BAKING POWDER					CATSUP OR CHILI SAUCE				
Listed by 86 women, or 16.6%					Listed by 53 women, or 10.3%				
Calumet.....	45	26	19	45	Heinz.....	32	20	12	32
Royal.....	13	9	4	13	All Others (13 brands).....	18	6	12	22
Rumford.....	12	6	6	12	Don't Know.....	3		3	3
Clabber Girl.....	5	4	1	5	Total.....	53	26	27	57
Davis.....	5	3	2	5					
All Others (4 brands).....	5	1	4	7	HOT CEREALS				
Don't Know.....	1		1	1	Listed by 115 women, or 22.2%				
Total.....	86	49	37	86	Quaker Oats.....	53	31	22	57
					Cream of Wheat.....	19	16	3	19
BAKED BEANS					Ralston.....	11	10	1	13
Listed by 58 women, or 11.2%					Wheatena.....	8	7	1	9
Heinz.....	18	11	7	30	Mother's Oats.....	7	5	2	7
Campbell.....	13	6	7	35	Malt-O-Meal.....	4	4		4
B. & M.....	10	6	4	15	All Others (10 brands).....	11	4	7	11
Friends.....	8	7	1	12	Don't Know.....	13		13	13
All Others (7 brands).....	7	4	3	15	Total.....	126	77	49	133
Don't Know.....	2		2	4					
Total.....	58	34	24	111	COLD CEREALS				
					Listed by 126 women, or 24.4%				
BLEACHING FLUIDS					Wheaties.....	21	21		27
Listed by 40 women, or 7.7%					Post Toasties.....	19	16	3	25
Clorox.....	22	21	1	22	Kellogg's Corn Flakes.....	14	4	10	14
Purex.....	4	3	1	4	Kellogg's Rice Krispies.....	13	9	4	14
Hylex.....	3	3		3	Post Bran Flakes.....	12	5	7	13
All Others (7 brands).....	9	4	5	9	Kellogg's Pep.....	10	9	1	20
Don't Know.....	3		3	3	Kellogg's All Bran.....	8	6	2	9
Total.....	41	31	10	41	Grapenut Flakes.....	7	4	3	7
					Shredded Ralston.....	6	5	1	6
BREAD					Kix.....	5	4	1	5
Listed by 171 women, or 33.1%					Grapenuts.....	5	5		6
Wonder.....	35	13	22	54	Kellogg's Shredded Wheat.....	4	2	2	5
Mrs. Baird's.....	13	10	3	24	Kellogg's Unspecified.....	7	6	1	10
Colonial.....	11	4	7	18	Sub-Total Kellogg's.....	56	36	20	72
Bond.....	8	4	4	13	All Others (7 brands).....	11	7	4	13
Taystee.....	8	4	4	15	Don't Know.....	7		7	9
Holsum.....	6	4	2	7	Total.....	149	103	46	183
All Others (42 brands).....	79	34	45	112					
Don't Know.....	15		15	19	CHEESE				
Total.....	175	73	102	262	Listed by 83 women, or 16.1%				
					Kraft Philadelphia Cream.....	11	5	6	13
BUTTER					Kraft American.....	4	3	1	4
Listed by 174 women, or 33.7%					Kraft Velveeta.....	3	2	1	5
Land-o'-Lakes.....	23	10	13	24	Kraft Miscellaneous (4).....	5	2	3	5
Challenge.....	13	9	4	15	Kraft Unidentified.....	43	32	11	51
Borden.....	12	10	2	12	Sub-Total—Kraft.....	66	44	22	78
Maplehurst.....	10	9	1	13	Wisconsin.....	3	2	1	3
Blue Valley.....	7	4	3	7	All Others (7 brands).....	10	4	6	10
Cloverbloom.....	6	3	3	7	Don't Know.....	5		5	5
All Others (25 brands).....	51	25	26	62	Total.....	84	50	34	96
Don't Know.....	52		52	68					
Total.....	174	70	104	208	CLEANSING POWDERS				
					Listed by 77 women, or 14.9%				
CAKE					Old Dutch Cleanser.....	27	23	4	64
Listed by 14 women, or 2.7%					Bab-O.....	10	7	3	16
Ward's.....	3	3		5	Sunbrite.....	9	8	1	16
All Others (8 brands).....	8	3	5	9	Bon Ami.....	6	4	2	6
Don't Know.....	3		3	3	Lighthouse.....	5	1	4	13
Total.....	14	6	8	17	Skidoo.....	5	5		9
					Cameo.....	4	4		12
					Kitchen Klenzer.....	3		3	8
					All Others (6 brands).....	8	4	4	20
					Total.....	77	56	21	164

(Table continued on Page 56)

Table 1

What Does a Woman's Food List Look Like?

Here is a summary of the written shopping lists of 517 women, showing what items they buy most frequently in independent super markets, the comparison between brands specifically listed in writing and those not written on their lists, and the number of units to be purchased.

PRODUCT	TOTAL MENTIONS		BRANDS LISTED		BRANDS NOT LISTED		UNITS
	No.	%	No.	%	No.	%	
Baby Foods.....	11	2.1	8	72.7	3	27.3	56
Baking Powder.....	86	16.6	49	57.0	37	43.0	88
Baked Beans.....	58	11.2	34	58.6	24	41.4	111
Bleaching Fluids.....	40	7.7	30	75.0	10	25.0	41
Bread.....	171	33.1	73	42.7	98	57.3	262
Butter.....	174	33.7	70	40.2	104	59.8	208
Cake.....	14	2.7	6	42.9	8	57.1	17
Catsup or Chili Sauce.....	53	10.3	26	49.1	27	50.9	57
Cereals, Hot.....	115	22.2	67	58.3	48	41.7	133
Cereals, Cold.....	126	24.4	63	65.9	43	34.1	183
Cheese.....	83	16.1	49	59.0	34	41.0	96
Cleansing Powders.....	77	14.9	56	72.7	21	27.3	164
Cocoa.....	39	7.5	21	53.8	18	46.2	39
Coffee.....	224	43.3	117	52.2	107	47.8	269
Cooking Oil.....	10	1.9	6	60.0	4	40.0	10
Crackers.....	75	14.5	37	49.3	38	50.7	87
Dog Food.....	48	9.3	31	64.6	17	35.4	179
Fish.....	65	12.6	22	33.8	43	66.2	103
Flour.....	142	27.5	84	59.2	58	40.8	486
Fruit, Canned.....	146	28.2	49	35.6	97	66.4	280
Fruit Juices.....	144	27.9	71	49.3	73	50.7	315
Gelatine Desserts.....	116	22.4	95	81.9	21	18.1	305
Jellies.....	19	3.7	5	26.3	14	73.7	22
Macaroni.....	37	7.2	12	32.4	25	67.6	55
Margarine.....	27	5.2	20	74.1	7	25.9	30
Meat, Canned or Boxed.....	35	6.8	22	62.9	13	37.1	42
Meat Sauce.....	15	2.9	8	53.3	7	46.7	28
Mayonnaise.....	40	7.7	21	52.5	19	47.5	40
Milk, Canned.....	107	20.7	65	60.7	42	39.3	394
Noodles.....	18	3.5	4	22.2	14	77.8	27
Pepper.....	11	2.1	4	36.4	7	63.6	11
Pickles.....	30	5.8	11	36.7	19	63.3	30
Salad Dressing.....	79	15.3	48	60.8	31	39.2	79
Salad Oil.....	16	3.1	7	43.8	9	56.2	17
Salt.....	52	10.1	22	42.3	30	57.7	56
Shortening.....	116	22.4	102	87.9	14	12.1	148
Soap.....	174	33.7	136	78.2	38	21.8	667
Soap Powder—Flakes.....	195	37.7	152	77.9	43	22.1	254
Soft Drinks.....	46	8.9	39	84.8	7	15.2	243
Spaghetti.....	29	5.6	8	27.6	21	72.4	40
Spices.....	13	2.5	1	7.7	12	92.3	17
Soup.....	103	19.9	60	58.3	43	41.7	317
Sugar.....	148	28.6	74	50.0	74	50.0	548
Syrups.....	17	3.3	10	58.8	7	41.2	17
Tea.....	75	14.5	46	61.3	29	38.7	76
Vegetables, Canned.....	211	40.8	62	29.4	149	70.6	531
All Others.....	92	17.8	35	38.0	57	62.0	...

conclusions about that city.

The 517 women with written lists had 3,910 packaged items listed, or an average of 7.6 per shopper. Of these 3,910 items, brands were listed for 2,177 items, not listed for 1,733.

The 3,910 items represented 7,273 units of merchandise. Thus if the shopper bought what she had on her list to buy, she would come out of the store with 14 packaged products.

The following ten items were on one-quarter or more of all written lists:

	Per Cent
Coffee	43.3
Canned vegetables	40.8
Soap powders and flakes ..	37.7
Soap	33.7
Butter	33.7
Bread	33.1
Sugar	28.6
Canned fruit	28.2
Fruit juices	27.9
Flour	27.5

Not all of these classifications were among the leaders in percentage of

brands listed. It might be argued that the best-advertised classifications in the food field are the following, for they have the highest percentage of written brand specifications on women's shopping lists: Shortening, 87.9; soft drinks, 84.8; gelatine desserts, 81.9; soap, 78.2; and soap powders or flakes, 77.9.

Other high-ranking classifications are, as percentages of total number of women whose lists called for the item: Cold cereals, 65.9; cooking oil, 60.0; dog food, 64.6; canned milk, 60.7; salad dressing, 60.8; bleaching fluids, 75.0; margarine, 74.1; baby foods, 72.7; and tea, 61.3.

But in the following classifications there were more women who failed to write brand names than those who made written notes (again, in percentage of total women whose lists said they would buy the item): Bread, 57.3; butter, 59.8; cake, 57.1; crackers, 50.7; fish, 66.2; canned fruit, 66.4; jellies, 73.7; macaroni, 67.6; noodles, 77.8; pepper, 63.6; pickles, 63.3; salad oil, 56.2; salt, 57.7;

spaghetti, 72.4; spices, 92.3; canned vegetables, 70.6.

Are these groups under-advertised as compared with those where brand preferences are more marked? Readers will find in Table 1 complete information by these broad product groupings, and can draw their own conclusions about the number of women intending to buy each item, and the significance of the brand listings.

The total mentions for individual brands, as given in Table 2, are the sum of brands written on the list and brands not written but specified verbally by the shopper. Here are the leaders. The first figure is number of written mentions, next the verbal mentions, last the total:

Campbell Soup	50	32	82
Jell-O	71	7	78
Kraft Cheeses	44	22	66
Ivory	54	10	64
Crisco	54	4	56
Del Monte Fruits	21	35	56
Kellogg Cereals	36	20	56

(Continued on page 58)

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters and Dealer Helps]

Val-A-Pak

Atlantic Products Corp., Trenton, N. J., maker of Val-A-Pak travel bags and other luggage, has been studying the signs and portents—which all point to a record for Summer travel. Accordingly it will launch its largest ad campaign May 15.

Two-color full pages will be used in *Collier's*, *Life*, *Saturday Evening Post*. A window display contest for retailers, free mats and display material for them will assist in getting local promotion.

Geyer, Cornell & Newell, N. Y. agency, is in charge.

Barrel of Fun

The transcribed radio program originally created for Acme Breweries, San Francisco, by Brisacher, Davis & Staff, is now being sponsored by ten additional brewers over 45 stations. Each brewer puts on the program in his own market territory with individual transcribed commercials prepared by his own agency. Sponsors for "Barrel of Fun" are:

Acme, of S. F. and Los Angeles; American Brewing Co., Rochester, N. Y.; Brewing Corp. of America, Cleveland; Falstaff Brewing Co., St. Louis; Fehr Brewing Co., Louisville; Fort Pitt Brewing Co., Sharpsburg, Pa.; Peter Fox Brewing Co., Chicago; Rubsam & Horrmann Brewing Co., N. Y.; Schmidt Brewing Co., Detroit; Schoenling Brewing Corp., Cincinnati; Tivoli Brewing Co., Denver.

Production of the transcriptions (which star Charles Ruggles and Benny Rubin) is before an audience, giving them the "feel" of a live broadcast. Transcriptions were chosen because neither NBC nor CBS will accept a beer account on a national hook-up and also because most brewers sell and advertise locally. Some \$104,000 was spent on producing the 26 transcriptions. More sponsors are being signed in various markets.

Central Idea

New York Central System is running a localized institutional series in some 140 weeklies and small town dailies along its tracks in N. Y. state. The series may be widened to a total of 500 on-line towns in Ohio, Michigan, Indiana and Illinois as well as N. Y.

In each town the N. Y. Central

agent signs the ad and his picture appears under the headline, "The Central Idea." First copy was on the theme, "whether it's guns for our defense or building supplies — or the morning grapefruit for your family — you can depend on New York Central freight rolling along, on time, on schedule." The series is an attempt to foster "appreciation of local people for the railroad and what it means to them." Each ad will deal with one specific service rendered to the local community by the line.

If the response is favorable, the series will continue indefinitely. Geyer, Cornell & Newell, N. Y. agency, is in charge, although Lord & Thomas handles the regular traffic campaign.

Air Who's Who

Who's Who on the Air, Inc., has been formed in N. Y. to enable ten radio advertisers to list their programs in paid space on newspaper radio pages.

"Consumer sales response closely parallels sponsor identification," say officers of the new company. "It is not enough that a program have a high audience rating. . . . It must have high sponsorship identification as well. 'Who's Who on the Air' is designed to do this effectively and economically."

Each of the ten programs will be listed separately in a joint three-column display ad. Each ad, of 32 lines depth, will mention product, name of show, picture stars and product, slogan or sales point, and local time and station.

Fred Barnard, former ad director of the N. Y. *American* and sales manager

of Street Railways Advertising Co., heads the firm. Says he, "an individual 32-line ad must take its chances of bad position. It is so small it may not be seen. 'Who's Who on the Air' should always get dominant position. It will be limited to quality programs sponsored by well known advertisers. Since it is a definite feature it will be looked for."

You Who Inhale

Philip Morris & Co., N. Y., is extending the newspaper portion of its campaign on the "inhale" theme through this month. Begun January 20 in large space in some 300 newspapers of 31 states and originally scheduled to run ten weeks, the response developed has prompted this extension. Papers in Duluth, Fort Wayne, Oklahoma City and Tulsa have been added.

As you probably know, the series maintains that every smoker inhales and that Philip Morris cigarettes are less irritating than the other leading brands. Biow Co., N. Y., is the agency.

Extensive magazine insertions continue, as do three radio programs. "Johnnie Presents" is on 75 NBC Red network stations. "Crime Doctor" is on 71 CBS stations "Great Moments from Great Plays" is on 90 CBS stations.

Since the present Philip Morris cigarette was introduced in 1933, sales have snowballed. Currently they are estimated at 13,000,000,000 units a year.

Continental Takes a Tip


In its three-part survey of "Packages Women Like and Dislike," (February 15, March 1, 15) SM discovered that "women are almost fanatically superstitious about the consequences of leaving tin in contact with food. Tin can

(Continued on page 64)

WHO'S WHO ON THE AIR TODAY!				
GULF OIL CORP. presents SCREEN GUILD THEATRE With Roger Pryor, famous stage and screen star, Oscar Bradley's Orchestra. 7:30 P. M. . . . WABC	LUX presents LUX RADIO THEATRE Cecil B. DeMille, director, with famous stars of stage and screen. 8 P. M. . . . WEAF	SANKA COFFEE presents WE THE PEOPLE With Gabriel Heatter introducing headline personalities in the news. 8:30 P. M. . . . WJZ	PEPSODENT presents BOB HOPE VARIETY SHOW Starring Bob Hope with Jerry Colonna and Slimmy Louis' Orchestra. 8:30 P. M. . . . WOR	LIFEBUOY presents MEET MISTER WEEK With Frank Readick, Dave Dudley, Adelaide Kline and Jack Smart. 9 P. M. . . . WABC
IPMA and SAL NEMATICA present TIME TO SMILE Starring Eddie Cantor with Gladys Stone and Bert (Walt) Russian's Glee Club. 9 P. M. . . . WJZ	LUCKY STRIKE presents KAY KRYDER'S KNOWLEDGE OF MUSICAL KNOWLEDGE Kay Kryder and his Orchestra, with Ginny Simms. 9:15 P. M. . . . WEAF	JELL-O presents THE ALDRICH FAMILY Starring Ezra Stone with Jack Miller's Orchestra. 9:30 P. M. . . . WOR	GRAPE NUTS presents NATE SMITH SINGS Starring Kate Smith with Ted Collins and Jack Miller's Orchestra. 9:30 P. M. . . . WEAF	CAMPBELL'S SOUP presents RAMBO, 'N' ANNY America's best loved comedians in their own-advertisements. 10 P. M. . . . WABC (New York)

TO ADVERTISERS AND AGENCIES: Address all inquiries regarding space in this advertisement to Who's Who on the Air, Inc., 1700 Sixth Ave., Rockefeller Center, New York City. © 1941.

Lever Brothers is the first company to sign up to list its radio programs in this "Who's Who on the Air," according to Donahue & Co., N. Y. agency handling the plan. Reproduced is an example of how the list will look in papers of 30 cities where it soon will run.


AMERICAN BANDAGE CORP.
 1701 1707 N. DAMEN AVENUE
 CHICAGO, ILLINOIS
 CABLE ADDRESS: GAUZEBAU CHICAGO ALL CODES

February 5, 1941

Dear Mr. Jones:

Here's a penny — an insignificant sum you may say. That's true — it will only buy a stick of gum or a piece of candy or a lolly-pop for the kid upstairs.

The value this penny and another 1/4 of its value — a very insignificant amount.

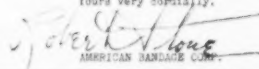
For — this 1/4 cent will buy protection that will save you hundreds of dollars over a longer period of time. For a 1/4 cent is the average cost of bandaging a wound with "a.b.c. Gauzeband." This is the only bandage in the world containing Mergal disinfectant, a medicinal preparation which renders the bandage sterile and gives it its antiseptic and germicidal qualities, a very important feature.


"a.b.c. Gauzeband" is nature's protection for you and your employees against infection because it has the power to destroy surface bacteria instantaneously. This is why it is so indispensable when treating burns, cuts or abrasions. "a.b.c. Gauzeband" has been found very useful by many industrial concerns as an aid in the prevention of certain types of dermatitis.

"a.b.c. Gauzeband" offers protection 24 hours a day — every day of the week — and every month of the year. We guarantee this product unconditionally to remain adhesive. The attached testimonial letters verify the fact that "a.b.c. Gauzeband" has the acceptance of both the medical profession and the industrial concerns.

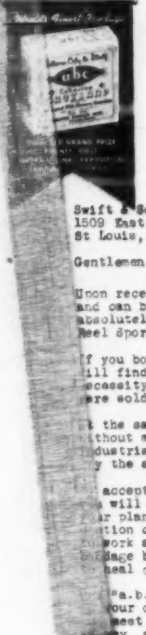
For the sake of protection against infection, economy in use, stepped up and unaided production, we ask that you check on your supply of "a.b.c. Gauzeband" right now.

Including "a.b.c. Gauzeband" in terms of saving life and limb, by far exceeds the insignificant cost of the bandage itself. Certainly when cut-power must be conserved to retain efficiency, the cost of using "a.b.c. Gauzeband" is comparatively small for such protection. For the sake of safety let us hear from you today.

Yours very cordially,

 Robert Stone
 AMERICAN BANDAGE CORP.


AMERICAN BANDAGE CORP.
 1701 1707 N. DAMEN AVENUE
 CHICAGO, ILLINOIS
 CABLE ADDRESS: GAUZEBAU CHICAGO ALL CODES

February 3, 1941



PLEASE
 PASS ON TO
 SAFETY DIRECTOR

Swift & Sons,
 1509 East Seventh Avenue,
 St. Louis, Missouri.

Gentlemen:

Upon receipt of the attached card, which has been recorded and can be honored only if signed by you, we will mail you absolutely free of charge, one "a.b.c. Gauzeband" Automatic Reel Sport Tin. This is for your own personal use.

If you bowl, fish, hunt, or participate in any sport you will find "a.b.c. Gauzeband" to be indispensable. It is a necessity in the medicine cabinet. Over 200,000 Sport Tins are sold last year at 25¢ each.

At the same time we send you the Sport Tin we will ship you without any obligation on your part, one "a.b.c. Gauzeband" Industrial Package #5, containing 1 dozen 1" X 10 yard rolls. Try the sample strip right now.

Accepting the Industrial Package on a free trial basis, we will be testing to see if you can increase safety in your plant. You will be testing to see if you can cut production cost. Many safety directors state that men return to work sooner when using "a.b.c. Gauzeband" because the bandage being sterile, antiseptic, and porous, allows wounds to heal quicker.

"a.b.c. Gauzeband" for 10 days under actual conditions your own plant. If at the end of this period it does not meet with your requirements, return the unused portion, any, and there will be no charge for the quantity used. The risk is 100% ours. No salesman will call.

If "a.b.c. Gauzeband" proves to be the best surgical dressing that you have ever used, just return our shipping memo at the end of 10 days showing your acceptance. You will be

Economy of the product was illustrated by an actual penny attached to the letterhead.

A sample of a.b.c. bandage flagged attention and a free trial offer brought 2.65% in orders.

Free Trial, Novelty Letters, Open 2,320 New Accounts in 11 Months

That old reliable "send no money" technique clicks again introducing a.b.c. bandages to industrial buyers. After the initial order, a series of attention-jolting letters brings as high as 11% returns on repeat business.

ATEN-DAY free trial offer by 87,317 direct mail letters opened 2,320 new accounts in 11 months for American Bandage Corp., Chicago. Industrial business increased 250% last year through the use of a series of novelty letters.

Robert Stone, director of sales, explains that three years ago his firm—then only a year old—set out to introduce the "a.b.c. Gauzeband," a surgical dressing that is medicated and self-adhering, yet which will not adhere to skin, hair or clothing.

"We used direct mail and trade publications to introduce it to industrial companies. Results were heart-breakingly disappointing. What was wrong? Was it the copy? Advertis-

ing men told us that it met all the standards of good copy. Was it the product? No, because our salesmen, who sell to industrial, sporting goods, drug and medical markets through jobbers, had no difficulties. Our plan of introduction was at fault. We had not made it easy for the safety director of industrial companies to try our product.

"Finally we determined to use the book publisher's technique: The free trial offer. If it is practical for selling books, we argued, why not bandages? In essence, we said in our letter: 'Try a.b.c. Gauzeband, the medicated standard brand of self-adhering gauze, for ten days under actual conditions, without any obligation to buy. If at the end of this period the product

proves satisfactory, return our shipping memo showing acceptance. You will then be billed. On the other hand, if the product does not prove satisfactory after using ten days, return the unused portion and there will be no charge for the quantity used.'

"Attached to this letter was a sample of a.b.c. Gauzeband to attract attention. The first 10,000 letters brought back almost 300 trial orders. Of the 300, over 96% accepted and were billed. We were astonished and deeply gratified. The same plan in our magazine advertising increased returns immediately.

"From the results obtained we believe that the free trial plan can be used by many manufacturers of staple lines: Electric shavers, paper towels, office supplies, oils, soaps, cooking utensils, etc.

"After this initial success, we had to get repeat business, to give our customers a reason for re-ordering," says Mr. Stone. "This called for another plan. A letter was sent to each customer every 60 days. It contained mild fear copy to impress the fact that the buyer has human lives at stake each time he buys bandages. Typical phrases were:

"Here's a penny (a real penny was attached). Take this penny and consider 1/4 of its value — a very insignificant

SALES MANAGEMENT



February 6, 1941

Dear Mr. Donaldson:



That's what you should do if you haven't had an accident today. 30,000 accidents will occur before the sun sets. 30,000 accidents will occur tomorrow.

You know that accidents cost money. Compensation costs go up. Production goes down. "Regular" employees are put on the side lines.

In this day of keen competition and Government rush orders, production has to keep in step with the times. You and I just can't afford to lose our key men. Accidents seriously hamper our production schedules.

"a.b.c. GAUZBAND", the medicated standard brand of self-adhering gauze, is designed to help keep your production up to par. When accidents do occur use "a.b.c. GAUZBAND". It is not bulky. Other surgical dressings are not required. Muscles react freely. "a.b.c. GAUZBAND" is sterilized. It is porous. Fresh invigorating air reaches the wound and aids in the healing process.

If any of your employees come in contact with sharp objects such as tile, glass, steel, paper, wire brushes, or metal chisels, bandage their fingers with "a.b.c. GAUZBAND". You will be surprised at the rate that production is stepped up.

"a.b.c. GAUZBAND" offers protection before and after accidents. There is only one "a.b.c. GAUZBAND". Other self-adhering bandages may look similar, but is isn't the genuine unless it is "sterilized with Mercury Ricinoleate".

For protection today and tomorrow check on your supply of "a.b.c. GAUZBAND" today.

Sincerely,

Robert Stone

AMERICAN B.

The man in the reproduced letterhead below is looking at his own reflection. A small unbreakable mirror was attached to the letter which went to industrial firms that had not re-ordered recently. Not a new idea, it still commanded interest—and made sales.

have proved that you realize this responsibility by your purchase . . . Why not check on your supply of Gauzband? Complete information is given in the enclosed catalog sheet . . . For safety's sake, send us your order today."

"Within a few weeks after mailing this letter we received an 11% return in repeat orders. In addition, a number of customers wrote and asked us where they could get the mirror," says Mr. Stone.

"We found through cold, hard experience," he concludes, "that before you write a word you must make sure that your plan is practical. The best copywriter for letters or advertisements will fail unless he has a practical plan."

The company is proud of the fact that its package, called the "Automatic Reel Sport Tin," received an Irwin D. Wolf Award for "adding most to consumer convenience." It has the exclusive world rights to the use of the medication with which its bandage is impregnated.

Mild fear copy was used in follow-ups.

nificant amount . . . Yet this 1/4 cent will buy protection that may save you hundreds of dollars. Yes, 1/4 cent is the average cost of bandaging a wound with a.b.c. Gauzband . . . Assured protection for you and your employees against infection . . ."

Attached to another letter was a miniature red lantern. "The red lantern means danger . . . A cut, scratch, bruise or sprain means danger . . . why gamble with human lives . . ."

Still another letter had a piece of imitation wood attached. "Knock on wood," said the copy, "That's what you should do if you haven't had an accident today . . . Accidents cost money. Compensation costs go up. Production goes down . . . a.b.c. Gauzband is designed to help keep your production up to par . . ."

After sending a number of these novelty letters, Mr. Stone reports, many of American Bandage Corp.'s customers started to comment on them.

One letter went to industrial firms that had not ordered in some time. A small mirror was fastened beside the headline, "Here's the man who can save a life today."

Copy continued, ". . . One faulty purchase of a surgical dressing that will come off in oil, kerosene, gasoline, paint, oleic acid, or soap water may mean a life . . . You cannot afford to take such a chance . . . You

Take
a
Look-



HERE'S THE MAN
WHO CAN SAVE
A LIFE TODAY

Mr. Thomas Jones,
Capitol Directory Company,
1245 S. Seventh Avenue,
Cincinnati, Ohio.

November 18, 1940

Dear Mr. Jones:

You ——— years is a responsible job. You're looking at the reflection of the person whose every decision can put human lives in balance.

One faulty purchase of a surgical dressing that will come off in oil, kerosene, gasoline, paint, oleic acid, or soap water, may mean a life.

You cannot afford to take such a chance. Your responsibility is too great. You have proved that you realize this responsibility by your purchase of a surgical dressing which, when used as directed, will not come off in the materials mentioned. That surgical dressing consists of "Oil-Resistant GAUZBAND" the specially processed self-adhering gauze, used in combination with "a.b.c. PROTECTONE".

Bandage an employee in the morning with this combination oil-resistant dressing. It will not be necessary for him to return to have the wound redressed until the end of the working period.

When you remove the dressing you will find the wound perfectly dry. You will be assured that contaminated materials did not enter the wound to cause a possibly fatal infection. You will be certain that you have done your part in saving lives, as well as saving your company money on their compensation insurance. Isn't that a comfort to you?

While on the subject why not check on your supply of "Oil-Resistant GAUZBAND" in the 12" x 10 yard package with rolls cut to the width desired, or in the "Oil-Resistant Kit." "a.b.c. PROTECTONE" can be obtained in one ounce and six ounce bottles. Complete information is given on the attached catalog sheet.

There is only one "Oil-Resistant GAUZBAND" and "a.b.c. PROTECTONE". The best is none too good when caring for the welfare of your employees. Make sure. For safety's sake send us your order today.

Yours very cordially,

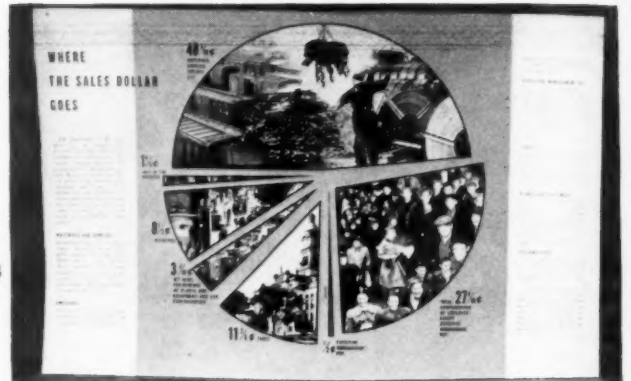
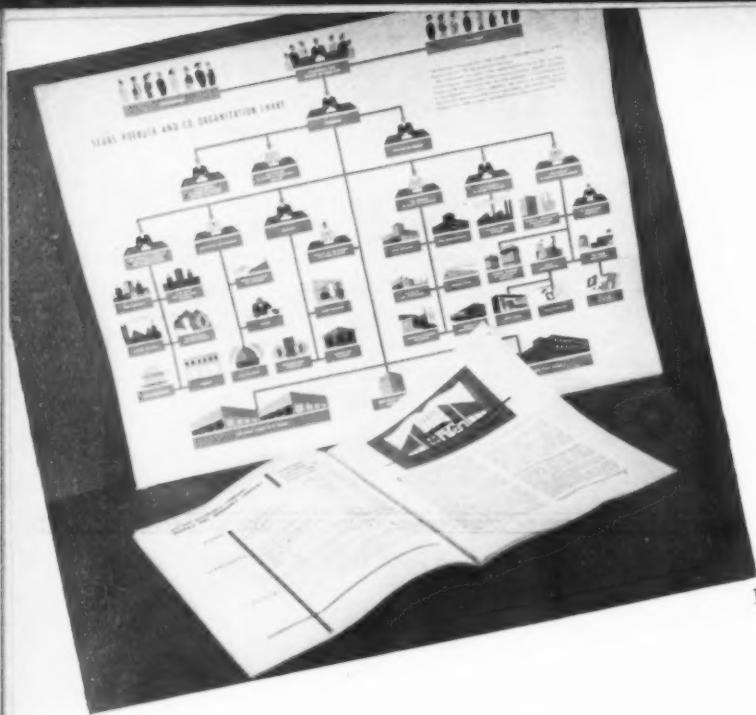
Robert Stone
Director of Sales,

AMERICAN BANDAGE CORP

MAY 1, 1941

[21]

Behind the Balance Sheet



There's a story behind every balance sheet—a story of the company, the people who make it up, its policies, its products and services. The companies represented on these pages believed their stories worth dramatizing to stockholders and employees in annual reports. Profit and loss statements are there. But formal tabulations of figures and percentages have been clarified and made easy to digest by pictorial charts, photographs, color printing, etc.

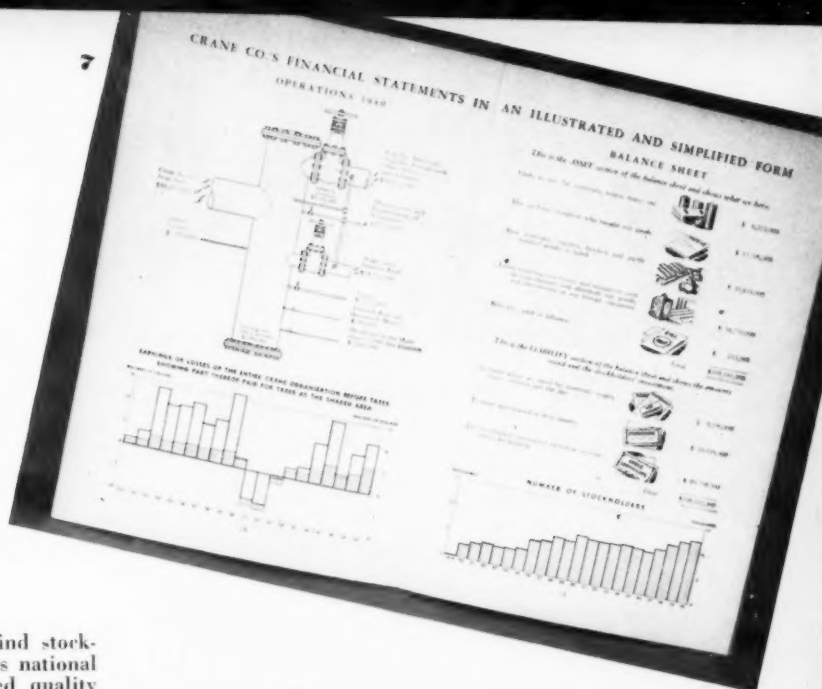
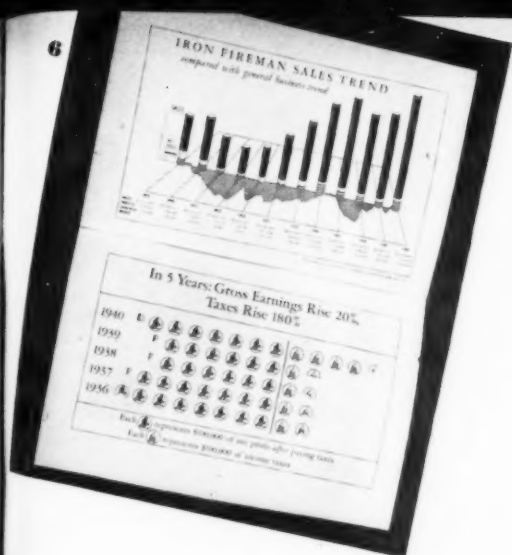
1. Sears, Roebuck & Co. wanted to explain to its stockholders the balance sheet and income account tabulations, and to tell them how the work of each department dove-tailed with that of the other departments to make up the complete organization. So Sears dropped its usual 12-page pocket-size pamphlet (which had contained only tabulations, listings and the "president's letter to stockholders") and adopted a larger book, printed in two colors. The organization chart became a fold-in, on the back of which was published the balance sheet and income account tabulations for easy cross-reference.

2. General Motors devoted the center spread of its 1940 report to employees to a picture pie-chart visualizing where the GM sales dollar goes. In physical production, the book uses two colors, large bleed photographs and human interest montages of GM employees at work, charts and maps.

3. American Sugar Refining Co. is celebrating its fiftieth anniversary this year, and to remind its stockholders of the growth and importance of the company and its products devoted the major part of its annual report to its 50-year history. Men still active in the company, or its predecessors, for 50 years or longer were pictured on one page, while a spread was devoted to a full-color illustration contrasting the sugar barrel of yesterday with the neatly packaged Domino sugars of today.

4. In the picture graphs used by John Morrell & Co. to point out interesting facts about the company, symbols, appropriately enough, are livestock and carcasses. This method of presenting the story in illustrated form was carried out throughout the book, with the exception of the last page which pictured the various Morrell packaged products.





5. Scott Paper Co. took a part of its annual report to remind stockholders of the company's advertising, pointing out that its national advertising is "telling millions of consumers of the improved quality and new low prices of ScotTissue"; its business paper advertising, emphasizing the necessity of "improved industrial relations, so vital to our defense program." Scott's annual report also outlines how stockholders can "favorably affect the sale of Scott products" by using them and recommending them to schools, office buildings, stores, clubs, hotels and hospitals.

6. Iron Fireman Manufacturing Co. uses pictorial graphs to tell stockholders how Iron Fireman business compared with the general business picture over the past 11 years and how the tax burden has increased over a period of four years. Interesting aerial photographs of the company's plants are also included.

7. The headline on the pages pictured here from Crane Co.'s 1940 report speaks for itself. In addition to simplifying its financial statement (pointing out "This is the Asset section of the balance sheet and shows what we have," and "This is the Liability section of the balance sheet and shows the amounts owed and the stockholders' investment"), the book pictures all of the Crane products, their installation and manufacture.

8. Standard Oil Co. of Indiana used many photographs in its 1940 report, varying them with pie-charts and pictorial graphs to tell the story of its production, refining, transportation and marketing. One section of the report was devoted to a review of litigation in which the company was involved during the past year.

9. National Dairy Products Corp. chose a folder cover, chocked it full of color illustrations of foods from recent Sealtest advertising to point out to its stockholders how eye appeal helps popularize the use of milk, ice cream and other dairy products. Throughout the book pictorial graphs are used to illustrate the balance sheet, government regulations, research, objectives of the company, etc.

10. Along with its annual report, Victor Equipment Co. mailed to stockholders a 24-page booklet, entitled "The Story of an Organization." Here the stockholders were introduced to the people who make up Victor—from L. W. Stettner, president and chairman of the board and inventor of the Victor welding and cutting apparatus, to the telephone operator.



America's \$6,000,000,000 Tourist Trade: Are You Getting a Share?

A tourist, says Don Thomas, is primarily a "state of mind." If you key your sales appeal to the appetite for color and drama and the urge to get-away-from-it-all that characterize every person who is away from his home base, you will tap a rich and responsive market.



BY DON THOMAS

*Managing Director,
All-Year Club of Southern California,
Los Angeles*

Born in Lock Haven, Pennsylvania, Don Thomas has been in California 20 years. He went there to re-organize the Pacific Coast advertising clubs, and was asked to stay when he increased the organization from 300 to 900 members. Thus launched in organization work, he became executive secretary of the Pacific Advertising Clubs Association, then of the Advertising Club of Los Angeles, and was active in the international organization. In 1928 he was elected executive secretary of the All-Year Club when it needed an energetic head and a dynamic program.

WHAT is a tourist? To many of us, he offers a splendid special market, and my job happens to be that of attracting him to Southern California, and treating him as he wants to be treated after he gets here.

But I would be puzzled to give you a description of a tourist so you would recognize him, and he might resent being called one, because he thinks he is a vacationist, a fisherman, a convention delegate, a man recovering from a sickness.

The best definition I can give is, that a tourist is a state of mind. And that happens to make the best market description.

A tourist is any of us away from home. We may be on a business trip, or bound for Hawaii, or after deer, or birds, or trout. When we drop work, and get away from it all, we are different in our personalities, and in our spending.

Los Angeles has been a tourist Mecca for more than 50 years, but it was only about 20 years ago that we discovered that the tourist's way of thinking about himself is perhaps the most important thing about him, the readiest approach to his purchasing power.

How many New Yorkers have ever gone over to Bedloe's Island to see the Statue of Liberty? Not one in 50. But if the Statue of Liberty were in Los Angeles harbor, no New Yorker visiting us would go away without seeing it.

One phase of the tourist mind is, it wants to realize fully that it is away from home. It wants to see different things—if possible, to see wonders. Therefore, treating it in that spirit is a fine way to get along with the tourist mind.

Within the past half-dozen years, Southern California has found national markets for its sports clothes and other apparel, its furniture, pottery and bric-a-brac. These products of new industries here attract by their originality of design. Spanish, Mexican, American Indian, pioneer Western, South Seas and other motifs are employed, and in sports clothes, there is a practicality as well as style, owing to a climate in which sports can be followed all year.

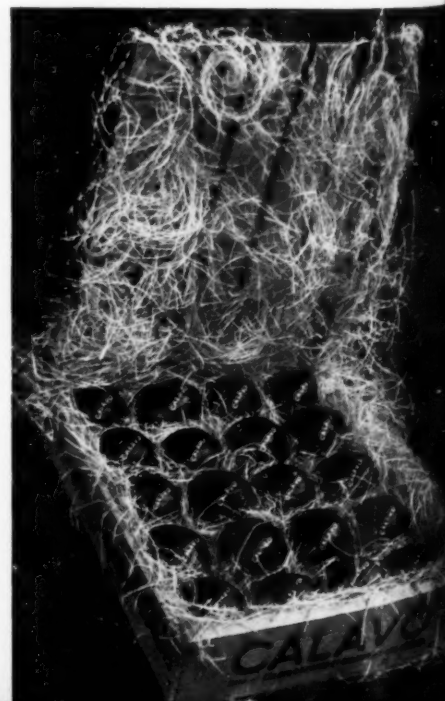
Tourists started these industries, because at first, finding themselves in Spanish California, they wanted typical souvenirs to take and send back home. Tourist design in souvenirs led to developing the Spanish motif in articles

for regular trade. Visitors attending sports events here—most notably the Olympic Games in 1932—bought sports clothes like those worn by contestants; other strong and original designs were developed, and now twice a year several thousand buyers attend Los Angeles merchandise openings, to purchase for large stores.

It may be that you have not yet visited California, but look at your dinner table. Has it changed the past five years, from formal china to strong modern designs and colors? Los Angeles potteries now rank with the largest eastern centers in dinnerware. It all started with a little attention to the tourist state of mind.

Twenty years ago, the avocado was known only to people who lived where they could buy "alligator pears" from Cuba. California avocado growers developed groves, and looked around for a market. With 200,000 tourists coming here every year, the logical way to begin was by serving "Calavo" salads, sandwiches, etc., to the tourist in our hotels and restaurants. Today, the fruit is so well known nationally that most people have forgotten when they first tried and liked it.

California produces excellent wines. Popular belief has long accorded supremacy to imported wines. The best way to demonstrate the quality of our wines to the nation would be to let everybody actually taste them. That's a sizeable job, with 130,000,000 people. But every year, nearly 2,000,000 (last year 1,930,107) tourists visit California. Recently, the wineries



set aside a day for receiving visitors, letting them sample various types of wine. It is a beginning, and will make a market impression nationally, as our styles and fruits have done.

Because we have finally learned that the tourist wants to see sights, something to prove that he is away from home, we have learned to spotlight the things in each community that will interest visitors.

Here is an outlying town that has no particular scenic advantages, and because it is developing industrially, might attract no special attention if set down in the Middle West. But that town has an Indian legend. It is made into a yearly pageant or play, and thousands of visitors go there during the season.

Other towns have capitalized old buildings, even though in ruins, and historic episodes. Agricultural communities feature their principal products in "strawberry" and other days, places in the cattle country have their rodeos, and cities celebrate anniversaries by growing whiskers and reverting to the Old West.

That *vin ordinaire*, the crusty French bread and savoury cheese you remember as part of the enchantment of Paris—any realist will tell you—were far inferior to similar American products. But you were a tourist then; and tourists have no truck with realism. California has popularized the Calavo, for example, and its fine wines from such mighty storage tanks as these, by serving them first to the tourist . . . who still babbles of them as ambrosia.

A city may grow whiskers and wear gingham for visitors, but it will have a lot of fun itself in doing so, and the device can be recommended to communities all over the land. No matter how prosaic they may seem, historically or scenically, there is always a basis for building visitor interest. This is what we want when we turn tourist ourselves, and it is something we like to dish up as well as take.

Santa Barbara furnished a classic example of this spirit when, some years ago, it undertook a modernization program, remodelling many buildings in the Spanish style.

The railroad company has a roundhouse there, and it seemed as though nothing could ever be done with a roundhouse. But an energetic woman, Mrs. Pearl Chase, persuaded the railroad to turn its roundhouse into an outward replica of a Spanish bull fight arena, and it is now one of the sights. Nothing was changed inside; it is still

Southern California has leadership as a tourist playground, because it attracts people all year 'round, in contrast to the short Winter season in Florida. A short season imposes a high price structure, whereas with costs spread over the whole year, we are able to hold visitors for an average of 41.2 days in Winter, 15.1 days in Summer.

There are only two tourist areas in the United States that have visitors all year round, and the other one may surprise you.

It is New York City, and its leadership is measured in money spent by visitors, vacationist dollars. New York



Ripe-olive canning is big business in California; tourists who ate them first there now buy them everywhere.

California weather, California life bred California sports clothes and the ubiquitous California open-air fashion show. . . . Ergo! Los Angeles becomes world's sports-clothes fashion center.

stands first, with \$584,000,000, California next, with \$439,000,000, and Florida third, with \$285,000,000.

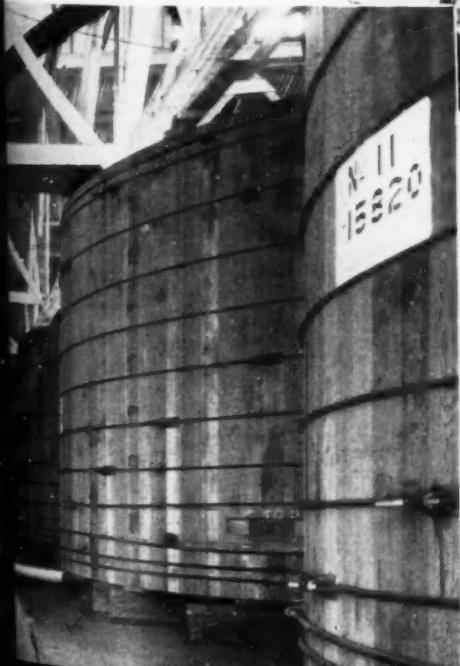
Measured by tourist dollars spent per capita population of states, Nevada leads the nation, with \$92 yearly, California is third with \$71, and New York State is well down the line with \$45. These 1938 figures include both inter- and intra-state tourist expenditures, and war diversion of travel has undoubtedly increased them.

New York City leads in tourist volume because it is one place everybody wants to see sometime, and it is nearest to the country's densest population. Most of the sights people want

a roundhouse, sheltering locomotives; but to the eye, it might be in Spain.

Now, assuming that the tourist is a state of mind, and that we are all tourists at certain times, and want to be treated as such, we have a basis upon which to cultivate the "tourist market" according to the products we manufacture, and the services we sell.

Tourists are not peculiar to California, or Florida, or Europe. They are found everywhere. Neither California nor Florida has leadership in tourists.



to see in New York are available all year 'round, so that visitors come and go at all seasons. Thousands of people engaged in entertaining visitors are well aware of them, and their importance is shown whenever there is a business let-down, affecting the hotels and theatres.

With the American people spending \$6,000,000,000 every year as tourists, there is a market for local suppliers and services in even the smallest community. Nevada has the smallest population of all the states, and the largest area per inhabitant; it would hardly attract tourists alone, but being on the way to the Pacific Coast, it enjoys the best tourist business, as travelers pass through. Locally, your town may seem to have no tourists, but investigation will reveal them, and catering to them, offering something worth stopping for, will develop a market.

Every year, large numbers of people become potential customers for special treatment on special occasions. Christmas is the outstanding example; June weddings, baseball and school are others. Tourists offer such a special market—ourselves getting away from our everyday surroundings and occupations and going some place to see something.

How the Market Breaks Down

To participate in this tourist market, it is well to begin by studying its divisions. You can break it down into local, regional and national tourist demand; or into primary and secondary markets.

Local demand is made up of spending by visitors passing through your community, and largely retail; it calls for hotels, restaurants, sight-seeing services, theatres, souvenirs. In Los Angeles, catering for local demand with souvenirs and merchandise typical of our region, led to demand for such products in neighboring states, and finally to national demand.

Primary tourist business is done by transportation agencies, and secondary business by hotels, theatres, stores.

Where to look for your share of this market, as a manufacturer, wholesaler or retailer, may be best shown by recounting the development of our own tourist business.

Until the first World War stopped pleasure travel to Europe, tourist traffic was cultivated chiefly by the railroads.

Following that war, the automobile came within the reach of the average American family, and with highway building, the development of national parks, and other influences, raised the

volume of tourist travel to undreamed of heights.

In 1921, Southern California woke up to the fact that it had an opportunity and a responsibility in tourist travel. The opportunity lay in supplementing railroad travel promotion by advertising the attractions of our locality—we might have everything needed to bring people here, but they had to be told about it. And we had to see that they were well entertained after they got here.

The All-Year Club of Southern California was formed, to manage community advertising, paid for by contributions from concerns that dealt directly with visitors.

In selling our community to visitors,



Garland Lufkin

Men in New Jobs at Owens-Illinois



Smith Rairdon



Roy Washing



Stanley McGiveran



Hugh Paul

Recent executive changes at Owens-Illinois Glass and Can companies, promote Garland Lufkin, g.m., closure and plastics division, to g.m., glass container division; Smith L. Rairdon, v.p. and g.s.m., O-I Can Co., to g.s.m., glass container division; Stanley J. McGiveran, g.m., Insulux Products, to v.p. and g.s.m. O-I Can Co.; Roy R. Washing, New Jersey plant manager, to g.m., closure and plastics division; and Hugh Paul from s.m. to g.m., Insulux Products division. Faustin J. Solon and Randolph H. Barnard, v.p.'s, will devote their entire time, in the future, to general management, production and sales.

we soon discovered that we had to sell the tourist to Southern California business men. Hotel, transportation, theatrical and other executives knew the tourist dollar as something tangible. But many more executives, though benefitting indirectly, did not realize what it meant to them.

One dollar out of every five circulating in the Southern California trade stream had been originally a tourist dollar. Every manufacturer, distributor and supplier in the community could count on one-fifth of his volume being based on tourist spending—and every employee found that percentage of tourist money in his pay check.

Our selling job was done chiefly by gathering and publishing information about the tourist dollar, audited and accounted for in many different ways.

First, it breaks down, in cents: Food, 22; housing, 19; retail trade, clothing and miscellaneous merchandise purchases, 13; local transportation, including street cars, taxicabs, sightseeing buses, 23; theatres, amusement, recreation, 11; personal and professional services, 4; miscellaneous expenses, 8.

State's 2nd Biggest Business

Tourists form a major industry in our well-balanced economic picture, bringing in more than oranges, more than motion pictures—in fact, exceeded only by petroleum.

To show that visitors are well-off financially, and spend money, we have tabulated their hotel occupancy in dollars, days and seasons; their occupancy of rental property; the kind of cars they come in, which are preponderantly in the higher price brackets; the amount of money spent daily—and also the advertising cost for bringing them here, which is less than one-third of one per cent of their cash expenditures with us.

Gradually, our whole business community has become conscious of this market, and some of the most remarkable results have been attained by firms that thought they had only an indirect interest in it.

Apparel, furniture and other manufacturers have cultivated tourist interest to such advantage that today they sell nationally, and have their own tourists, in the thousands of retail buyers who come to their semi-annual merchandise showings.

For the manufacturer elsewhere, our advice is, "Survey the tourist market, and see what it may have for you."

All of us are tourists at least two weeks in the year—how much of your product is bought by people traveling?

Where is your distribution, what states in which you sell are active in inviting and entertaining tourists,

Fashion show photo on previous page from Powell Press Service, L. A.; others courtesy L. A. Chamber of Commerce.

Ask a Gopher About Defense

SEEMS as if the gopher has a special liking for the lead sheathing which covers buried telephone cable. So, whenever we lay cable in gopher country, we gopher-proof it with extra steel tape—and his sharp teeth can't do any damage. That's bad news for Mr. Gopher but good news for your Long Distance call.

A small thing, but just one of the many things the Bell System is doing these days to prevent interruption in telephone service. For the telephone is a vital link in the whole program of National Defense.



Long Distance helps unite the nation

"The Telephone Hour" is broadcast every Monday. (N. B. C. Red Network, 8 P. M., Eastern Daylight Saving Time.)





"The Boss says, 'Salesmen are the privileged ambassadors of progress . . . the emancipators of human-kind from dirt, drudgery, and despondency, and all that is graceless and inelegant!'"



when do the tourist seasons fall, how long do they last?

If your product is adapted to tourist trade, as traveling equipment, or susceptible of special packaging for the convenience of travelers, how about tourist advertising, tourist displays, or other ways of catering to people away from home, looking for the unusual?

How about touring appeal to the people in your own region at the time when they are planning vacations, and buying necessities? Not all the tourist spending is done away from home.

How about injecting a little tourist

glamor into your regular line?

The other day, an eastern manufacturer sent one of his designers to Los Angeles to collect material for a line of cravats, ornamented with Southern California symbols—stylized orange trees, palms, the old Spanish missions, our City Hall, Hollywood players and camera men. This is not souvenir merchandise, but his regular line, buttressed with an appeal to the fellow away from home, looking for something different in neckties, and perhaps capitalizing upon his memories of a visit to Southern California.

Another eastern manufacturer recently used our place names for a new textile ensemble, Mojave red, Mission gray, and so on. From one standpoint, it might be regarded as coming into our backyard and helping himself to sales appeal developed by our own manufacturers. However, the main thing is that we have built the value, where a few years ago these names would have meant little to the country at large.

Enter into the spirit of getting away, and seeing something different, and in that spirit look for your tourist market.



EVEREST—the world's highest mountain—photographed from an altitude of about 20,000 feet.

No one has ever climbed it



"What is that mountain?" the traveler asks.

"Kangchenjunga, Sahib," says the rickshaw man.

"How near it looks!"

"It is forty miles away, Sahib."

"Oh! It looks much nearer."

"But will the Sahib look at the other peak behind it?"

"The smaller one to the left?"

"Do you know what that is? . . . That, Sahib,"—the man's voice will sink to a hushed whisper—"that is the Goddess Mother."

"Everest?"

"Everest."

The traveler looks disappointed. "I thought it would be plainer—bigger."

"No, Sahib . . . It is a hundred miles away."

From "AT GRIPS WITH EVEREST"
by Stanley Snaith

Advertisers, also, even the most important and experienced, sometimes lose their perspective and fall into errors of judgment.

At a glance, many publications look impressive. Why not a little advertising in each?

Yet when an advertiser stops to reflect, he realizes that, in the publication field,

The American Weekly rises above them all. It enters more than 7,000,000 homes every week. No other publication approaches it. This is a market big enough, with enough buying power, to expand the sales of almost any product—*this market by itself, alone.*

But no one has ever really climbed to the summit of The American Weekly's possibilities—a BIG COLOR PAGE, every week, 52 times a year. That's climbing the Mt. Everest of the publication field—that's the challenge to those who dare the unusual.

The merchandising and sales results obtained through a single color page in The American Weekly stimulate the imagination—*what could this powerful publication do with an "all-out" campaign?*

There have been many large campaigns involving both BIG COLOR PAGES and supplemental black-and-white insertions. This experience of the Tea Bureau, Inc., is suggestive:

For nearly three and a half years The American Weekly has played a major part in the promotional activities of the Tea Bureau, an association of teagrowers of India, Ceylon, Java and Sumatra,

organized to promote the sale and use of their product in the United States.

In the Summer of 1939, in order to get a greater number of impressions, the Tea Bureau reduced the size of its advertising in The American Weekly from BIG COLOR PAGES to 1000-line color units—and with the money supposedly saved, bought other advertising.

In 1940, the Tea Bureau returned to the use of BIG COLOR PAGES in The American Weekly and the other advertising was dropped.

A Tea Bureau advertising executive wrote:

"In no case did we find any such enthusiasm for the enlarged circulation as we had previously found for the big color pages in The American Weekly. The result, of course, you know."

The Tea Bureau continues, in 1941, the job it started in the Fall of 1937, and has used BIG COLOR PAGES in The American Weekly in January and March.

Such BIG COLOR PAGES—bigger than those obtainable in any other national publication—give a number of large advertisers the opportunity to step out beyond the area of the smaller, less imposing peaks—and really climb Everest. Advertisers can be conspicuous up there—*standing atop the greatest market in the world.*

THE AMERICAN
Greatest
Circulation
in the World
AWEEKLY

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY



The Goddess of Liberty, out there on Bedloe's Island, may feel even more important today than she did in the days of unrestricted immigration. Along with valiant England and brave Greece, we are once more to carry the torch for the democratic way of life. Helping to make the world safe for democracy is always a large order, but some day some one will make the idea stick.

It seems a bit ironical, incidentally, that the statue of Liberty was a gift from a country that has since lost her own freedom. One cannot conceive of France as permanently slave, however.

In the light of a recent experience, I offer a simile to replace that of Tennyson's ever-flowing brook. "It went on and on, like a benefit performance."

Avalon, N. J., is "cooler by a mile." I don't get it, but it sounds good.

Motto for a backslider: "Come back to errin'."

The FTC has notified General Motors that it must advertise the "true retail price for place of sale." It was Amos, of Amos 'n' Andy, who observed that "the big type gives it to you and the little type takes it away."

Martin Olsen, ad. mgr. of Warner Hardware Co., Minneapolis, has put away his skis for the season. He now finds time to tell us that he prefers "upandown" to "verticar" as the name to replace the one-way word, "elevator." Sorry, Martin, but it would lead to confusion. Can you imagine your Aunt Minnie asking the operator: "Is this the down upandown?"

There are times, conceivably, when auld acquaintance *should* be forgot.

Debunking-Old-Phrases Dept.: "As easy as rolling off a log." How many of us, since Dan'l Boone, have ever rolled off a log? A hard, round, irregular bed at best, with its bark corrugations pressing your clavicle, why would anybody try lying on one? And if you didn't *lie* on such an uncomfortable thing, how could you roll off

it? Rolling off a springboard into a swimming-pool, maybe, but rolling off a log? I hardly think so.

No, Tessie; I don't think your suggested headline is dignified enough for an ad on commercial loans: "Brother, can you spare a grand?"

Among other things, war stimulates phrase-making. World War I gave us "Overt act," "Strict accountability," "Too proud to fight," "The self-termination of small nations," and "Force without stint or limit." World War II has given us the overworked "Fifth columnist," "All-out (this or that)," and the newest of FDR's: "Speed . . . and speed *now!*"

At last, the script-writer gets a break. On the Fibber McGee program, they tell you that it was "written by Don Quinn." (As nearly as I could make out the name.)

If you thought snuff had passed out with the perfumed dandies of the 18th century, you may be surprised to learn that snuff-production in the U. S. for the month of February was 3,051,492 pounds. Nothing to sneeze at, or is it?

Milgrim, New York, advertises Shoe Fly shoes. Old-time bartenders will remember Shoo Fly as the granddaddy of Mickey Finn.

"They begged for introductions—but no one took her home," headlines a Mum page. Is it possible that any girl in 1941 does not know the value of personal daintiness and how to acquire it?

A page ad in the *Satevepost* shows a young man wearing an Arrow Hull shirt with a smart-looking, snug-fitting collar attached. Do, re, mi, so, fa, so good, as Col. Stoopnagle once observed. But the picture shows everybody turning to look at the young man. To me, that would be just as unsettling as though I wore no shirt at all.

All this talk about post-war adjustments seems premature to me. No lover of dictatorship, I am forced to admit that the Axis has currently run up a score that will take everything

the democracies have in order to win before the ninth inning.

The stockholders' report has come into its own. Not so long ago, this was a skimpy little four-page folder giving the barest essentials. Today, it is a comprehensive book that takes the stockholder into the company's confidence, and tries to make him feel his responsibility to the firm and to the products it makes. Big business is overlooking no bets these days.

I think most of us would be hard put to do a better job over the years than Sunkist has done.

Nice, whimsical headline by Pyrex nursing bottles "Ask any baby."

Howard Medholdt thinks Maryland might complete the road-signs now reading "Walk Facing Traffic" by adding "The other side is suicide." Mr. Medholdt is a road scholar, obviously.

Ordinarily, the dramatized advertisement leaves me cold, especially when it tries humorously to compete with the movie shorts. It was refreshing, therefore, to read General Electric Mazda's page in the bulbsnatcher series headed: "How mad should a guy get for 15 cents?"

The movie, "Comrade X," was in some respects a carbon copy of "Ninotchka," but it was excellent fare, and not bad counter-propaganda for any comrade who may have taken it seriously.

Paper Manufacturers Co., Philadelphia, says it in rime, as relayed by the weekly bulletin of the Esterbrook Pen Co.:

The reason people pass one door
To patronize another store
Is not because the other place
Has better silks or gloves or lace
Or cheaper prices; but it lies
In pleasant words and smiling eyes.
The greatest difference, we believe,
Is in the treatment folks receive.

Mrs. Schilback, of Brooklyn, won 24 pairs of stockings from Gimbels by naming them "Crepe of Good Hope." If we Americans were as interested in *guns* as we are in *puns*, National Defense would be an accomplished fact and not a national headache.

From the reign of Pope-Hartford down to the present, refiners have been telling us what their gasoline would do for a car. Ken Force sends a Buick ad which puts the process into reverse. The Buick, we hear, "Gives gas more 'muscle.'"

T. HARRY THOMPSON
SALES MANAGEMENT

?

**IS SPLIT COPY TESTING THE ANSWER TO
INCREASED SALES?**



HERE'S REQUIRED READING

*For Sales and Advertising Managers
Research Directors and Advertising Executives*

**SPLIT COPY TESTING IN THE
PROVIDENCE MARKET!**

MUCH has been written and published recently on split copy testing as a means of increasing sales by this new method of sifting out weak, unproductive advertising. Your knowledge of the subject is incomplete, however, if you aren't familiar with the story of the most complete split copy testing facilities available in the U. S.

The booklet offered above describes the exclusive and unique Selective Distribution Method which per-

mits copy testing by income groups. It also contains a zone map of Providence; reproductions of campaigns by well-known advertisers; other interesting details, including costs, closing dates, etc., on the methods and mechanics of split runs in Black and White, Color Comics, Monotone and Color Gravure.

Write on your business letterhead for your personal copy. Edition limited. Address your request to 73 Fountain Street, Providence, R. I.

Everybody reads the **PROVIDENCE JOURNAL-BULLETIN**
In New England's Second Largest Market!

REPRESENTATIVES: Chas. H. Eddy Co., Inc. • New York • Chicago • Boston • Atlanta • R. J. Bidwell Co. • San Francisco • Los Angeles

Industrial Advertisers Bid for Business in a Sellers' Market

Industry has changed its whole concept of advertising since the first World War. Up to the hilt in defense orders, today it is preparing for the future in copy planned to hold customers and shape consumer relations.

BY JOSEPH REISS

President, Reiss Advertising Agency, Inc.,
New York

WHAT are industrial advertisers doing today? What are the specific problems that industrial advertisers must face and how are they handling them? The problems fall into eight general divisions:

1. How to advertise—when oversold.
2. How to advertise—when operating under a government priority system.
3. How to advertise preparedness for post-war competition.
4. How to advertise substitutes for war-requisitioned materials.
5. How to advertise emergency use, tool and part substitutions, etc.
6. How to explain delays:
 - a. In deliveries.
 - b. In calls of representatives.
 - c. When holding up distributors.
7. How to correct misapprehensions:
 - a. When oversold—but only temporarily.
 - b. When ample stocks of stock material are available.
 - c. When immediate deliveries are possible.
8. General good-will building.

In this list one would expect to find "How to break the news of price changes"—but in emergencies the time factor relegates price to the background and mention of this normally important subject is rare in current industrial copy.

Detailed examination of the eight divisions cited reveals how radically industry has altered its whole concept of advertising since the First World War. Advertising is now an important and appreciated tool for shaping consumer relations.

1. Advertising—When Oversold

As a powerful lever to keep the good will of customers awaiting promised deliveries, manufacturers have been using advertising to tell prospects

and customers, "We'll do our level best."

Bullard, Gisholt Machine, Sunstrand, Warner & Swasey, Axelson, and others are singing variations on the theme here exemplified by Seymour Phosphor Bronze:

The demand for this alloy is rapidly increasing and we are doing our best to keep up with orders. Therefore, we ask that you anticipate your future requirements, subject to our ability to meet them.

Cushman copy services at the same time it makes a sales point. Under "Timely Suggestions for Chuck Users" it tells how to avoid delayed deliveries.

EVERYTHING IN STEEL
CERTIFIED QUALITY
IMMEDIATE SHIPMENT
RYERSON

Ample stocks of stock material are ready for immediate delivery, reports Ryerson in *Automotive Industries*, and "uniform high quality Steels . . . assure best results in less time."

Need
FIRING LINE!!
JONES & LAMSON
FAY AUTOMATIC LATHES

It's not too soon to prepare for the future, warns Jones & Lamson in a page ad in *The Iron Age*, pointing out that equipment purchased to meet the national emergency "will earn peace-time profits later."

JONES & LAMSON MACHINE CO.
SPRINGFIELD, VERMONT, U.S.A.
Manufacturers of Sigsbee & Ray Type Universal Lathe Lathes, Automatic Lathes, Automatic Double End Lathes, Automatic Thread Grinding Machines, Taper and Ball, Slaters and Reamers, Dies and Chucks.

PROFIT PRODUCING
U&L MACHINE TOOLS
RAY & SAGSLEY TYPE UNIVERSAL TURNING LATHES
AUTOMATIC THREAD GRINDERS
OPTICAL COMPARATORS
AUTOMATIC SPRING DIE HEADS

BIG THINGS

are happening in the 49th State



There's a BOOM TOWN—not from the picture of the same name—a'building in Illinois! And though it's *across the river*, the Army Air Corps' Scott Field and the \$10,000,000 being spent to enlarge it are important factors in the 49th State of the Globe-Democrat—the *St. Louis* newspaper!

So What?

Just this: 49th State homes, sharing over \$330,000,000 in Defense Contracts, have a place for your *product* IF you have a place for the Globe-Democrat. For it's the *only* newspaper that even claims to cover St. Louis and its huge PLUS market. In 273 important surrounding towns, 50% of the families will read your message in the Globe-Democrat—*regularly!*

This is **THE 49TH STATE**

- A compact market of active, money-spending people living in
- 87 counties in Eastern Missouri and Southern Illinois where
- Combined annual retail sales reach almost 500 millions of dollars

With The Globe-Democrat You Get

*all this
and St. Louis, too*

St. Louis Globe-Democrat

The NEWSPAPER OF THE 49TH STATE



WHEN THESE MEN SPEAK THEIR INDUSTRIES LISTEN!

And this is what key men have been saying in their letters answering the question "Why do you read Business Papers?"

- H. A. PETERSON, VP, Intertype Corp.:
"It has a cash value to my company."
- LEWIS W. WATERS, VP, General Foods Corp.:
"They are tools of my business."
- A. A. BACKUS, VP, U. S. Industrial Chemicals, Inc.:
"They are necessary to me in this business."
- F. L. ANDREWS, Pres., Hotel New Yorker Corp.:
"They help me run this hotel."
- PHIL. T. SPRAGUE, Pres., The Hays Corp.:
"They are indispensable to industrial progress."
- P. W. KIEFER, Chief Engineer of Motive Power and Rolling Stock,
New York Central System:
"They really help us do our day's work."
- GEORGE M. GROSS, Pres., Gross-Morton Corp.:
"They help us make a profit out of our business."
- ALBERT B. MCKEE, JR., Gen. Mgr., San Pedro Lumber Co.:
"They guide us in our market plans and policies."
- W. S. ALLISON, Gen. Mgr., Quality Bakers of America:
"They carry news this industry needs and uses."
- JOHN SLATER, Pres., J. & J. Slater shoe stores:
"They deal with the life blood of this business."
- BENJAMIN H. NAMM, Pres., The Namm Store:
"They make me think."
- BURT T. ANDERSON, Trans. Research Dir.,
Union Switch & Signal Co.:
"Ideas of real value are developed."
- L. B. BONNETT, Engineer of Design and Planning,
Consolidated Edison Co.:
"They are the newspapers of this industry."
- EDWARD KREHBIEL, VP, Black Starr & Gorham:
To get "important business news of our industry."
- GEORGE L. EASTMAN, Pres., Security Materials Co.:
"To keep up with rapid developments in building."
- DAN M. RUGG, VP, Koppers Company:
"Market quotations are important news to us."
- H. W. BRIGHTMAN, VP, L. Bamberger & Co.:
"Emergency makes trade papers vital to retailers."
- KENNETH I. VAN COTT, Gen. Mgr., Marcus & Co.:
To get "workable ideas for sale of merchandise."

★ ★ ★

WHEN ADVERTISERS SPEAK in good business papers, big buyers such as these listen because they read their principal trade and industrial magazines with interest and confidence. Their own words prove it!

Why

KEY MEN READ
BUSINESS PAPERS

Because...
"Their articles on
production methods
and equipment are
highly useful"



ALBERT E. TOLLEY is vice-president in charge of production for Ward Baking Co. Its 21 plants in America are baking half the nation's bread. 2,250,000 loaves of bread daily. The practical executive climbed the ladder slowly pan greaser for Ward Baking Co. to be production head of the company. On a practical basis he reads "at least two hours" reading each issue of the good bakery magazine. His letter tells you why.

GOOD BUSINESS PAPERS BUILD BETTER BUSINESS

AMERICAN BUILDER, Chicago
BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER,
New York
BRICK & CLAY RECORD,
Chicago

DEPARTMENT STORE ECONOMIST, New York
FOOD INDUSTRIES, New York
THE IRON AGE, New York
THE JEWELERS' CIRCULAR-KEYSTONE, New York

MACHINERY, New York
POWER, New York
RAILWAY AGE, New York
RESTAURANT MANAGEMENT,
New York
SALES MANAGEMENT,
New York

WARD BAKING COMPANY

NEW YORK CITY

GENERAL OFFICES
367 SOUTHERN BOULEVARD

April 12, 1941.

Mr. Ray Bill, Publisher
Sales Management
420 Lexington Avenue
New York, N. Y.

Dear Mr. Bill:

The practical value of reading some of the bakery Business Papers is great. I see several of them. Two or three are so beneficial that I spend at least two hours reading each issue. You don't do a thing like that unless it's worth while.

These few really good bakery papers have on their staffs men I know to be thorough. They know the bakery business. I believe they write the truth as they see it, without bias. They can make mistakes, of course. When editors tell bakers to "roll dough for Italian bread sticks down to the thickness of a pencil" they're just plain wrong. But on most subjects they are right.

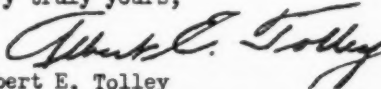
Their reports of technical bakers' meetings are accurate. I read these with real interest even if I have attended the meetings myself. That way I have important data for reference long before official published proceedings reach me.

Their articles on production methods and equipment are highly useful. This kind of material is of first interest to me. But these papers also keep us fully informed about other developments in the industry which we want to follow closely -- the "new" vitamin-fortified bread, for example (which Ward Baking Company pioneered in 1923 -- 18 years too early for public acceptance). Their pages of editorial opinion do not mean much to me. I want to know what's going on. Then I can form my own opinion.

Advertising pages are just as interesting and valuable as editorial pages. They show us new and better ways of doing things (when the advertiser sticks to his subject instead of wandering off into some kind of high-flown generalities). We look for new facts about equipment and ingredients without a lot of repetition from issue to issue. Good advertisers give them to us. So I watch advertising -- and often call various items to the attention of our purchasing department.

Thus you can see I am almost a cover-to-cover reader of the best bakery industry papers. I "lean on them" for a good deal of business assistance.

Very truly yours,



Albert E. Tolley
Vice President in Charge of Production

A SURVEY SERIES by Sales Management showing that key men everywhere in industry are regular readers of Business Papers... and why.

Sponsored by the foregoing Business Papers receiving *unanimous* votes from a jury of disinterested experts for "honest and able editing that renders a real service."

#17

It ties together—"how to order," its oversold position, and National Defense—with:

We suggest you place your orders for Chucks . . . at the time you place your order for lathes. In this way we can give you every reasonable assurance that the equipment will be ready for delivery at the time you receive the machines. This may seem like an unimportant detail, but it is attention to just such details that will save precious time in national defense work.

2. When Uncle Sam Takes All

Aluminum today is completely rationed by government edict. But the Aluminum Co. of America is still putting emphasis on selling, still building future demand for aluminum pistons, pans, alloys, boats, bridges, and an "Aluminized America" to come. So is its subsidiary, American Magnesium. Why? Because they see the imperative need for striking now with two-fisted selling copy that they may be prepared for the time when their tremendous expansion is released for consumer needs.

Industrial papers of the last war era carried plenty of feeble institutional jobs of "keeping our name before the public." Current issues of the same industrial papers offer amazing contrasts. Many firms which are over their ears in war orders are the hardest pluggers for the attention of their normal prospects, never letting them forget the real features and special applications of their products.

But, meanwhile, how are potential customers to be kept happy? The answer is that they aren't—but inquiries are being used to build respect and acceptance for a product; to explain the extent of a firm's cooperation in the national emergency; to picture increasing plant capacity with the obvious inference that it is bringing the day closer when the prospect may be accommodated, and to build friendship by assisting the buyer in solving his problem until such time as he can enjoy the advertiser's goods.

Advertising of the Aluminum Co., socking hard an advantage of using aluminum for a specific purpose, carries the following boxed message:

DEFENSE COMES FIRST

To meet the needs of the National Defense Program, plus the normal demands of peace, a vast expansion of our already greatly increased production capacity is being speeded. When the emergency is past, there will be more aluminum available than ever before.

Meanwhile, if you can't get *all* the aluminum you *want* when you want it, remember aluminum is helping you by helping to meet the national emergency.

Copy of the American Magnesium Corp., stressing the lightness of magnesium alloy parts, invites inquiries—while a small boxed message reports

that manufacturing facilities are being increased at a rate many times that required by normal peacetime markets—and promises: "When the emergency is past there will be an abundance of the fabricated forms of magnesium alloys available for industrial uses. Meanwhile, magnesium is helping to meet the national emergency."

3. When Preparing Post-War Defense

As a result of the present rush to erect and equip vast plants and to switch over existing factory facilities to quick production of war implements, tremendous post-war waste appears inevitable. But machine tool-makers, looking beyond the emergency, are joined in a drive to make America salvage something for the future.

"Prepare now for survival in the future economic struggle," warns Jones & Lamson. "It's not too soon to think of the future—the day when the salesman will follow the soldier—and post-war competition will be in full blast." Again, they counsel:

No time should be wasted today in designing and building special purpose machines for work that can be handled at once and to advantage on versatile high-speed J & L equipment. No money need be lost tomorrow by scrapping special machines when your J & L turret lathes . . . can turn quickly and smoothly to earning long-term peacetime profits for you.

This spectre of post-war European competition in diminished markets inspires Gisholt Machine Co. to declare: "Whatever else happens, from now

on, this country will face new competition from those nations who are employing our own mass production methods—whose industrial capacity will become a more serious threat than ever before. If we are not to be outstripped, America must make still better products, still faster, at still lower cost. To do this requires the re-tooling of American industry. That's a big job and it will take years. But we've started!"

"The American Way of Life depends on machines," asserts Warner & Swasey in copy which warns: "When this war is over the product of American workmen will have to compete with the product of Europeans working at low wages backed for the first time in history with machinery modernized by war . . . Whether or not the American standard of luxury and way of life can survive depends on three things—machines, the men who buy them, the men who use them . . . Our engineers will be glad to help. In time of war prepare for peace."

4. When Offering Substitute Materials

With metals and rubber off to the wars, plastics are coming into what may prove to be a plastics era. Ominously for the materials replaced, these substitutes today successfully range from a baby's spoon to an airplane's fuselage. In copy that runs the scale from subtle understatement, through devastatingly logical proof to bold pronouncements, plastics are telling a hungry, alert industrial world that a new chapter has been written in chemical preparedness—and that they will hold the ground they are capturing!

Bakelite whispers: "A specific plastic for every purpose." American Cyanamid molds its point:

Out of the laboratories of the Chemical Industry has come a new aid for national defense . . . plastics are the most practical and timely in releasing other raw materials, particularly metals, for defense needs.

Comparisons are considered perfectly honorable selling points. Formica copy starts: "Because it is much lighter than aluminum, strong . . . the aviation industry has found Formica to be a valuable material for a growing number of parts of airplanes." Insulok boasts it "Wears better than iron!"

The Celluloid Corp. strikes hard in its headline: "Releasing Needed Metals for Vital Defense." Its copy follows this attack with telling punches:

The very word "plastic" suggests flexibility . . . If a plastic will serve for the article you make, the urgency of defense suggests that the change be made without delay. Quite aside from the patriotic angle,



"Speed" is the cry of National Defense, and Carboloy takes it up in informative copy pointing out that its standard tools can be ground quickly to meet special requirements.

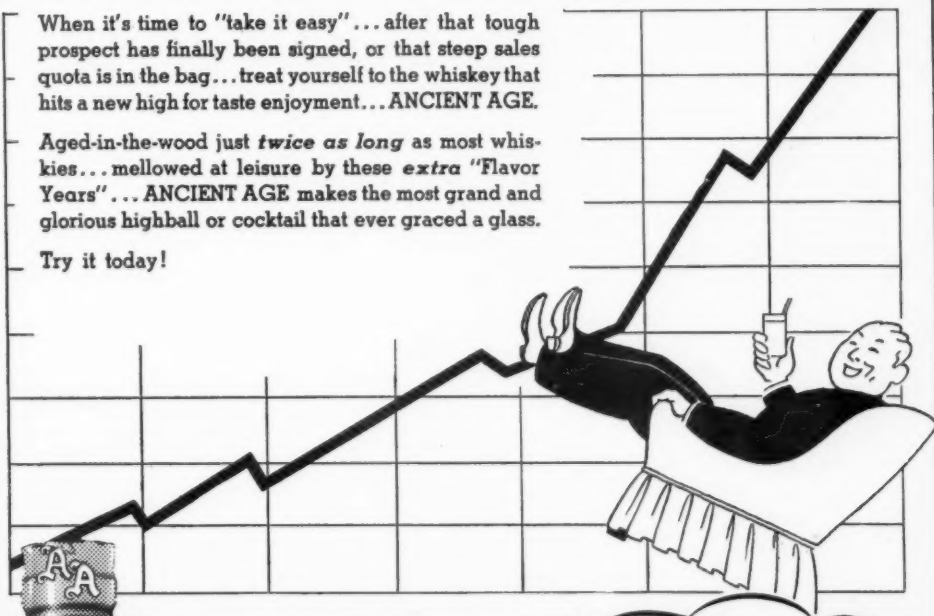
Get Your Quota of Pleasure With This Whiskey of the "Flavor Years"



When it's time to "take it easy" ... after that tough prospect has finally been signed, or that steep sales quota is in the bag ... treat yourself to the whiskey that hits a new high for taste enjoyment ... ANCIENT AGE.

Aged-in-the-wood just *twice as long* as most whiskeys ... mellowed at leisure by these *extra* "Flavor Years" ... ANCIENT AGE makes the most grand and glorious highball or cocktail that ever graced a glass.

Try it today!



Ancient Age

THE WHISKEY OF THE "FLAVOR YEARS"

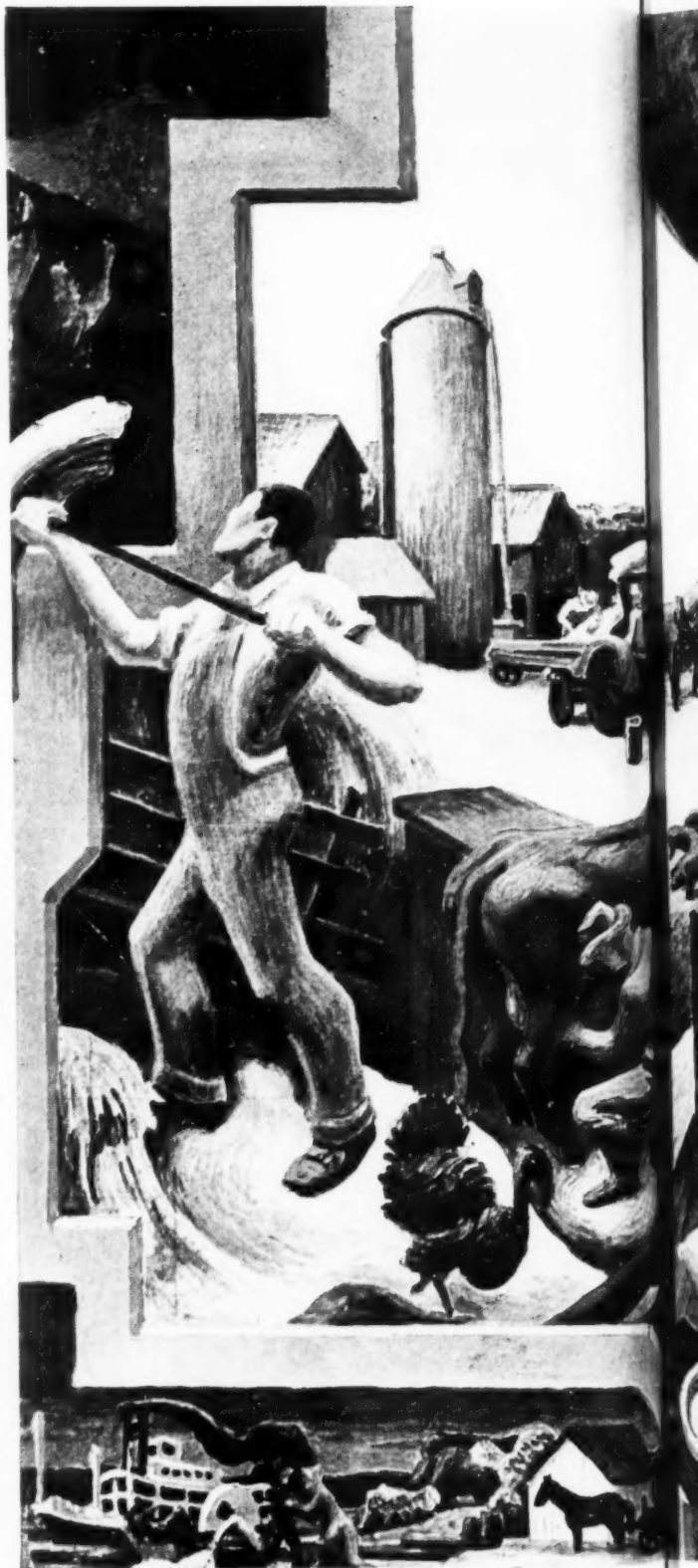
A de luxe blended straight whiskey, 90 proof.
The straight whiskies
in this product are 8 YEARS OLD.

Also available at 5 years old

Kentucky straight Bourbon Whiskey. 5 years old.
90 proof. Schenley Distillers Corp., New York City.

Dynamic America

OUR FOREFATHERS found in America a vast new continental expanse . . . embracing millions upon millions of acres of fertile farm lands . . . interminable forests . . . immense quantities of natural resources. But foremost among the New World's dynamic forces were the settlers themselves: these were men and women who dreamed dreams . . . braved the terrors of the wilderness . . . built with their hands and their genius a nation unlike any other that has ever appeared on the face of the earth. This mighty commonwealth conceived and brought forth Mass Production . . . and that fascinating and peculiarly American phenomenon, Modern Advertising. For sixteen years, WESTVACO INSPIRATIONS FOR PRINTERS has presented significant specimens of Modern Advertising intended to afford ideas and suggestions to those who shape advertising appeals . . . choose printing media and papers for the best results. This publication is not for sale, but your printer will gladly supply you with a copy. Tell him you want NUMBER 128—the issue with the cover design shown at the right. Phone him to-day.



Copyright, 1941, by West Virginia Pulp and Paper Company

WEST VIRGINIA PULP AND PAPER COMPANY

NEW YORK • CHICAGO • PHILADELPHIA • SAN FRANCISCO

WESTVACO^{No} 128



SECTION OF MISSOURI MURAL—THOMAS HART BENTON

Courtesy of Associated American Artists, N.Y.C.

Inspirations for Printers

it will undoubtedly turn out that the change is a blessing in disguise.

Note Bakelite's "here-to-stay" conviction as it reports the making of sub-machine-gun stocks for Smith & Wesson, replacing walnut:

At no increase in cost, the manufacturer has gained a superior product from the standpoint of production, assembly, and use.

5. Emergency Measures

Three of the knotty problems facing management in an oversold war economy are, as Warner & Swasey* courageously point out:

1. Difficulty of getting immediate deliveries.
2. Doubt that investment in additional new machinery will be an asset when conditions return to normal.
3. Inability to find additional experienced men to operate machines.

Twin-Disc Clutch Co. uses the defense stopper:

To the company that builds its own clutches: Are you slowing up production on your major unit by tying up machines on an accessory that you could buy better and cheaper from a specialist?

Makers of completely assembled sections, and forward-looking companies in the replacement market, also employ this potent sales argument. Louis E. Emerman, used machinery dealer, pleads for private industry to release all idle and surplus machinery because "there are not enough new machine tools to supply the ever-increasing demands. . . . Utilize what is available, don't demand new machine tools only!"

6. When Explaining Delays

When delayed deliveries must be explained, it is good psychology to assume that a disappointed buyer's patriotism transcends his personal affairs. It is tough on us all, he must agree, that the government's needs are so heavy—but Defense Comes First. Scovill Steel follows strong selling arguments with these italics:

When deliveries are not as prompt as our customers desire we hope they will realize that delays are sometimes unavoidable and part of the price paid for national defense.

a. Representatives Delayed

Today we have the unusual picture of prospects begging for sales demonstrations and not enough trained representatives to keep up. The advertising space formerly devoted to "Call-Write-Wire-Phone" now is apologetically used to say: "Our representative will call on you just as soon as he possibly can."

Perhaps because of this state of affairs a number of companies are making free trial offers. While Aetna Ball Bearing advertises that "Our facil-

ities are mobilized and ready to help you with any emergency retooling program that involves ball bearings or allied parts," another and larger line asks: "May we send you a few for testing purposes?" "Samples sent on request" is the close of a Seymour Phosphor Bronze insertion. Greene, Tweed & Co., headlines: "Make this free packing test—see if you agree with 9 out of 10."

A quarter of a century ago industrial advertisers viewed advertising only as a medium for soliciting orders. "Call-Write-Wire-Phone" was their copy theme. All information on government orders, plant additions, increases in personnel, reasons for delayed deliveries, and price changes, was relayed to buyers through salesmen, engineers and servicemen. Today advertising space in business papers is saving time for the sales and service organizations and is demonstrating that an application of labor-saving methods to the consumer relations problem is getting the job done faster, cheaper, more accurately and more convincingly.

b. Distributors Held Up

Toledo Pipe Threading Machine Co., like many another producer, takes orders only from distributors. Under existing conditions this practice puts the distributor on the spot. Toledo, deluged with orders, used their advertising to give the defenseless distributor a graceful out. "Although our plant is operating day and night shifts, the demand is so great for genuine 'Toledos' that it may be necessary to wait a little longer."

United States Steel advises purchasers of stock steel that they can get better deliveries by placing orders locally. No delivery promises are made! And United States Steel assumes responsibility in case the local jobber is out of stock.

7. Correcting Misapprehensions

a. When Only Temporarily Oversold

Every oversold company is erecting new buildings, increasing plant capacities, working three shifts, adding scores or hundreds of skilled men and batteries of new machines, improving methods, discovering short-cuts, simplifying designs and processes. News of these activities possesses stopper sales value. Why? Because increases in facilities are proofs of increased ability to serve and to deliver—and indicate how sincerely a company is striving to "catch up." Aristoloy, unable to make promises too definite, neatly ties up expansion with continued inability to meet demand:

With this new equipment working 24 hours a day, seven days a week, we are making every effort to take care of our

customers' needs for Aristoloy steels.

As soon as "reasonable" advance dates can be given, copy reflects this improvement by such paragraphs as "We are able to give the great majority of our customers normal fast service despite abnormal conditions"; "Prompt service to present users of Libby lathes. Only deliveries to prospective buyers"; and "Every order is getting the same careful, painstaking attention that it did when the plant (Accurate Spring) was working at normal capacity. Yep, work's going on as usual."

b. Ample Stocks of Stock Material

Bronze, copper, chromium, steel, are today being discussed against a continuous background of shortages, priorities, substitutes. If scare talk and rumors are wrong, processors of these commodities can do industry a distinct service by advertising that ample stocks—of stock material—are ready for shipment.

With speed becoming increasingly important, General Electric suggests "You can save a lot of time by ordering stock items." Johnson Bronze, and Bunting, blast: "Millions of Machine-Finished Bronze Bearings—Immediately from Stock." Revere Copper quietly reassures, at the end of its selling copy, that there are "ample Revere stocks at our numerous distributors." Mutual Chromium Co., "world's largest manufacturer of Chromium Chemicals" makes certain that platers understand: "Stocks of Mutual Chromic Acid are available in all principal industrial centers."

c. Immediate Deliveries

"When can I get it?" is the most important question in an oversold market. Those advertisers able to say "immediately" become fewer with each passing month. A few still remain.

The specimens of "Call-Write-Wire-Phone" copy still found today probably represent the last breaths of tradition—temporarily smothered by the war. Aluminum Industries had this to say in March:

Our facilities are being steadily expanded to take care of the growing demand for parts for armored cars, tractors, buses, and planes. Whatever your requirements for engine parts or heat-treated aluminum or magnesium alloy castings—write, wire or telephone us."

8. General Good Will Building

All forceful selling copy builds good will. And much that is classified as institutional or good will copy possesses distinct sales value. Why boast, for example, of large-scale cooperation in the National Defense program? First, because all such Defense news has strong reader stopping power. Second, because the size and kind of orders implies government confidence

(Continued on page 59)

* See SM, February 1, 1941.

The rooster that discovered the right place to crow



► Almost everywhere the sportsman goes today, he is likely to see this little rooster. He is the trademark on a light-weight, weather-proof jacket called Bantamac. He got where he is because he learned it pays to crow—if you do it in the right place.

Bantamac began crowing nationally in 1940. Identical small-space ads—keyed with an offer of a style folder—were placed in four leading weekly magazines. The results were eye-opening.

The Saturday Evening Post pulled 51% more inquiries than the average of the other three magazines, 36% more than the second-place publication . . .

The Post inquiries were largely on the stationery of educators, public officials, engineers, business executives, doctors and other professional people . . .

Dealers commented favorably on the Post insertions, leading to many new accounts for Bantamac . . .

The Bantamac sales force was sold on the Post's ability to deliver results.

No wonder Bantamac's makers—Marcus Breier's Sons—say, "We are gratified with the results obtained and plan to increase substantially our appropriation in the Post this year."

And no wonder advertisers—large and small—award the Post more dollars every year than any other magazine. They know people read their advertising in the Post more *attentively*, with more *confidence*.

People pay attention when you put it in the

POST





The brewers' big horses are still as potent—and romantic—an advertising novelty as in the gay '90's. Goebel's hitch of eight champion Clydesdales traveled 23,000 miles last year; was exhibited at fairs in 12 states.

Goebel Flaunts Tradition with "Split" Beer Bottle; Trebles Profits in Two Years

In a field where price competition is rife, this Detroit brewer boldly elected to push a premium beer. Two major planks in the marketing platform: Distinctive packaging, well-rounded advertising.

A REMARKABLE example of the power of advertising and merchandising is that of the Goebel Brewing Co.'s success in marketing a premium beer on a semi-national scale.

Goebel was one of several large breweries in Detroit that went into production soon after repeal and reaped a harvest for a few years, only to suffer a decline when the field became overcrowded and mounting taxes continued to cut more and more into net profits.

Then a major change was made at Goebel. Edwin J. Anderson became vice-president and general sales manager early in 1938 and immediately set to work to apply the knowledge and experience which he had acquired as general sales manager for Hiram Walker, Inc., and as sales and advertising executive in other fields.

Mr. Anderson knew the national field and merchandising. And knowing this, he knew that a good product alone is not enough to win leadership in a highly competitive field. The product must be right, yes, but to make it stand out in the crowd it must be dressed up. One of the first things he did, therefore, was to improve the Goebel package. Most brands of bottled beer use a simple paper label, so Goebel came out with a metal foil

label on a distinctive brown bottle. Such a label is expensive, but it is also individual.

Then Mr. Anderson conceived a daring idea—so daring, in fact, that it was considered little short of foolhardy. He reasoned that many people would appreciate a small bottle of beer, just as they do a small glass of

beer, and that they would willingly pay the price for premium quality. In other words, he proposed to market a "split package"; a seven-ounce bottle to compete with the familiar 12-ounce size. In order to do so successfully, though, he would have to improve the package still further. This he did by adopting a bantam bottle with label blown in the glass.

The split package was especially adaptable to wider distribution and Mr. Anderson was convinced that it could be marketed nationally. Contrary to general opinion, he insists that there are only a few brands of premium quality beer on the market. He doesn't argue the question; he just proceeds to sell one of them in competition with innumerable local brands. He ships bottle beer in both sizes to some 28 states that have about 80% of the total population, but the bantam is the most popular of the "brought in" sizes in most markets. In many cases it sells at the same price as the local brands.



Goebel leans heavily toward point-of-sale advertising. Besides such examples as those behind this Miami counter, one of the most successful has been a calendar picturing the famous horses and with the date spaces imprinted with the local schedule of baseball and football games.



DO YOU KNOW THE SINGLE ANSWER TO THESE 10 BIG SALES PROBLEMS?

Ten Common Sales Problems

the Mimeograph duplicator can help you solve

1. Selling your own salesmen
2. Selling your customers
3. Selling your dealers
4. Helping your dealers to sell
5. Distributing product information
6. Distributing market information
7. Merchandising "close outs" and "deals"
8. Promoting sales contests
9. Producing catalogs and sales literature
10. Producing price books and sales manuals

If you are faced with one or more of the 10 sales problems listed at the right (and what sales manager isn't?), you can find a single answer to help you solve them all.

That answer is: the Mimeograph duplicator.

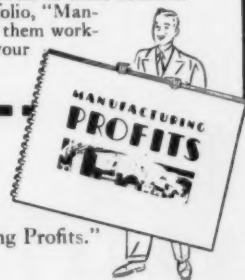
By making your sales ideas "register," this versatile machine not only helps you find new ways to better sales promotion—the ways it provides are also quicker, more practical, more economical.

Many leading companies are now using our suggestions and Mimeograph equipment to help get better answers to these common sales problems. We'd like to put our experience to work for you. Simply call the Mimeograph representative in your community—or write A. B. Dick Company, Chicago.



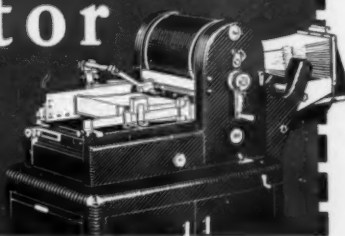
HOW DO WE KNOW THE MIMEOGRAPH DUPLICATOR CAN DO IT?

Because the Mimeograph duplicator has already done it—for many leading companies. Some of the answers to these common sales problems are given in our new portfolio, "Manufacturing Profits." If you want to start them working for you, send the coupon today for your copy of this free book.



Mimeograph duplicator

MIMEOGRAPH is the trademark of A. B. Dick Company, Chicago, registered in the U. S. Patent Office.



A. B. DICK COMPANY
Dept. M-541
720 W. Jackson Blvd.
Chicago, Ill.

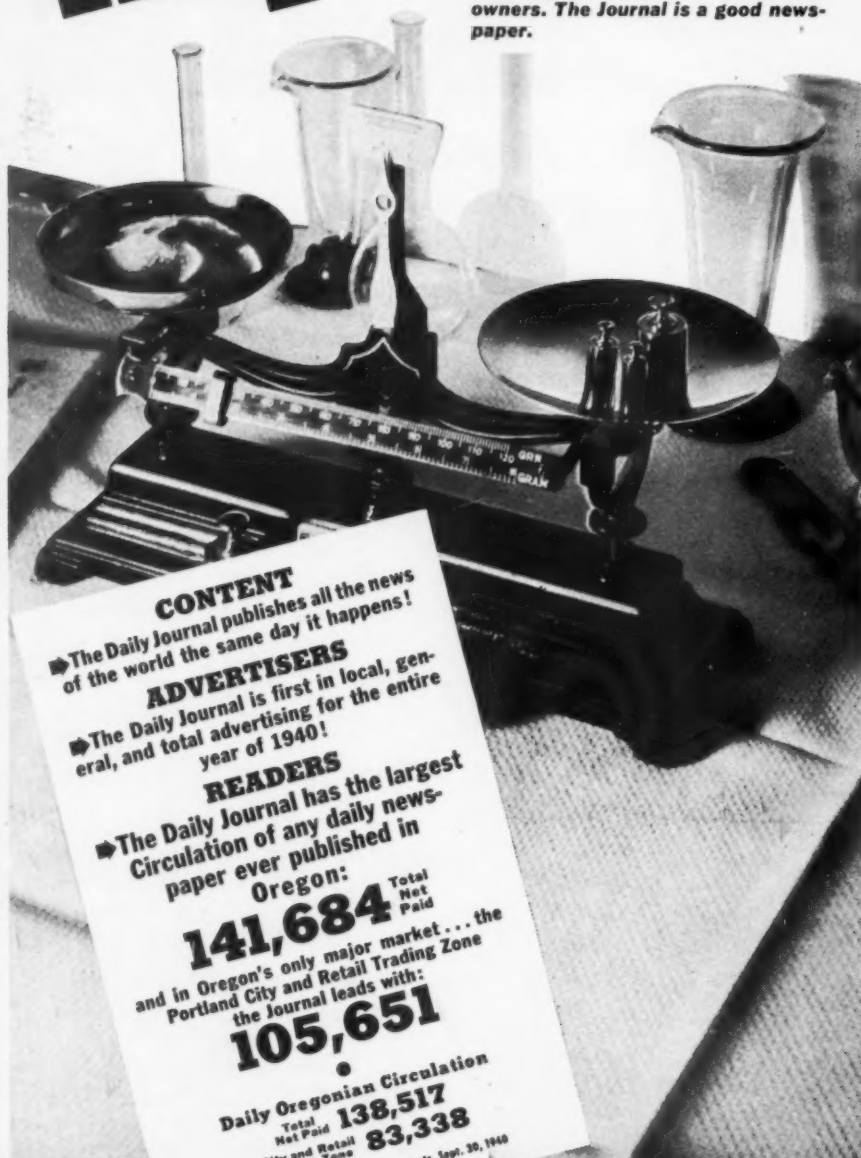
RUSH me a copy of "Manufacturing Profits."

NAME.....
TITLE.....
COMPANY.....
STREET.....
CITY.....STATE.....

Portrait of a GOOD* Newspaper

Impartial!

*A good newspaper prints the news without fear or favor. It puts public interest above private interest even above the private interest of its owners. The Journal is a good newspaper.



CONTENT

- ▶ The Daily Journal publishes all the news of the world the same day it happens!

ADVERTISERS

- ▶ The Daily Journal is first in local, general, and total advertising for the entire year of 1940!

READERS

- ▶ The Daily Journal has the largest Circulation of any daily newspaper ever published in Oregon:

141,684	Total Net Paid
and in Oregon's only major market... the Portland City and Retail Trading Zone the Journal leads with:	
105,651	
•	
Daily Oregonian Circulation	
Total	138,517
City and Retail Trading Zone	83,338

Figures... ABC Publishers Statements, Sept. 30, 1940

THE JOURNAL

**Portland's Afternoon Newspaper
PORTLAND, OREGON**

REYNOLDS-FITZGERALD, Inc., National Representatives:
New York, Chicago, Philadelphia, Detroit, San Francisco, Los Angeles, Seattle

This began during the Summer of 1939. Previously, Goebel had been distributed only in Michigan and part of Ohio. Then the territory was enlarged. It now covers roughly the area east of the Mississippi River, although some distribution extends beyond that boundary.

In opening new territory, home office executives went into the field and appointed distributors. Then they appointed state representatives who, in turn, employed a number of assistants to work with distributors in lining up dealers. Mr. Anderson does not favor branches; if he can't get a satisfactory distributor in a given territory at the moment, he prefers to stay out of that territory until he can. But he knows the trade and the most successful men in it, and he seldom experiences difficulty in securing adequate representation. Most of the distributors handle other lines, though, and this brings up the familiar problem of how to get distributors to push one's product.

Manufacturers in other fields can invade a new territory with a sampling campaign, free goods to dealers, free dealer signs and selling helps, a whirl-



President E. J. Anderson looks over a Goebel poster design in the hands of Blount Slade of the company's agency, Brooke, Smith, French & Dorrance.

wind advertising campaign and other inducements, all of which are denied the brewer by law in many states. Goebel cannot even launch an advertising campaign in a new territory until adequate dealer representation has been secured, because to do so would be to send people into the stores to ask for a product which the dealer did not have, and thus create an unfavorable impression, rather than a favorable one.

But there are other ways of advertising and merchandising, and Goebel uses them to good advantage. One of these which is not new, yet is highly effective, is that of the "hitch"—an eight-horse team pulling an old-style brewery truck with modern improve-

SALES MANAGEMENT

ments. Goebel's thoroughbred Clydesdales attract throngs wherever they go, and they traveled some 23,000 miles last year. Incidentally, they and the truck travel in three big vans between cities.

This hitch is routed into new territories and is used to line up both distributors and dealers. It is preceded, of course, by field men who tell distributor and dealers that it is coming, that it always attracts throngs and occasions word-of-mouth advertising for Goebel's, and that they should prepare to supply the demand that will result. The hitch then is used in actually distributing beer to dealers' stores for a limited time, and of course no dealer likes to see it—and the accompanying crowd—pass right by his door without stopping.

Goebel also makes effective use of point-of-purchase advertising. Material includes embossed board, wood, lithography, glass, and a calendar. The last is one of the best. It is adorned by a colored picture of the hitch, which is an excellent attention-getter, and it lists the local schedule of baseball and football games imprinted in the date spaces. For the latter reason, it is referred to frequently and it remains on the wall or backbar all year long.

When 50% of the dealers in a territory have stocked the product, Goebel begins advertising in newspapers, over the radio, and on outdoor posters. Instead of boasting of the quality and flavor, Goebel usually urges one merely to "Try It" or "Taste It," implying that those who do so will drink it regularly thereafter.

The results? Goebel's sales of bottled beer in 1940 were up 67.5% over 1938, the last year before distribution was extended to other territories. Sales of draft beer increased approximately 50%. Meanwhile, notwithstanding the large increase in taxes, net profits in 1940 were nearly three times as large as in 1938. By way of contrast, most if not all other Detroit breweries that publish their earnings have reported declines during the same period.

Another result was the election of Mr. Anderson as president and general manager early in 1941.

Cigar Campaigns Light Up

General Cigar Co., N. Y., is promoting its White Owls in 32 newspapers of 24 larger cities and on a news program over 77 Mutual radio stations. Copy says, "Things have changed a lot since 1929—and so have White Owls." J. Walter Thompson, N. Y. agency, has the account. Webster Eisenlohr, Inc., N. Y., is using newspapers of 12 cities from N. Y. to Los Angeles to supplement a magazine series. N. W. Ayer is the agency.

MAY 1, 1941



Meet Hollywood's Number 1 creative man—KING VIDOR—Director-Producer for MGM . . . We found Mr. Vidor discussing—with a script girl—"rushes" from "COMRADE X," MGM's spy-thriller starring CLARK GABLE and HEDY LAMARR.



The projection room—where waste footage is cut, each scene edited, action speeded. Many Academy awards are actually won here. Mr. Vidor dictates every direction, note, detail to his Ediphone. They're recorded quickly, accurately, even with inflections.



Here's King Vidor recording scenes and dialogue from J. P. Marquand's best-seller, "H. M. Pulham, Esquire"—his next picture for MGM. Here again, Ediphone saves valuable time, steps up efficiency.

Why don't you discover how much more you can do in a working day with the Edison Voicewriter? No "overtime," either, when you keep an Ediphone at home (as Mr. Vidor does). And your secretary will thank you when you phone "Ediphone," your city, or write Dept. S5, (address below) for a demonstration.

EDISON
VOICEWRITER
Ediphone

Thomas A. Edison, Inc., West Orange, N. J. (or) Thomas A. Edison of Canada, Ltd., 610 Bay St., Toronto

"Living Testimonials" Help Nutrena Chalk Up 11% Increase in 1940

Statements of satisfied farmer-customers were cut into phonograph discs, then used on a series of 15-minute radio programs over a group of mid-west radio stations.

BY OSCAR STRAUBE
President, Nutrena Mills, Inc., Kansas City, Mo.



After the recording of the testimonial, the farmer and his family pose for a photograph. A copy of the photo is sent the family and—even more flattering—it may be reproduced in a four-page tabloid type newspaper given away by dealers and at county and state fairs to sustain interest in the Nutrena radio programs.



This is the Nutrena recording crew at work. Left to right are Everett Kemp, announcer; Bert Powell, sound engineer; A. W. Hearin, Eldorado, Ark., whose testimonial is to be recorded; J. C. North, of the Nutrena home office; and M. H. Straight, of Ferry-Hanly advertising agency, who edits the grower's statement and later takes the photograph.

RADIO is perhaps our most effective method of reaching the rural trade, and over half of our annual advertising budget is spent through this channel. One of the most successful ideas we have used in connection with radio is the "living testimonial."

We began using recorded quotes from farmers and other poultry- and stockmen in January to March, 1940. These were secured from farmers "right on their own farms in the Fall of 1939.

Again in the early Fall of 1940 we secured living testimonials from poultrymen at five state fairs (Iowa, Nebraska, Missouri, Kansas and Oklahoma), and used them from October, 1940, to mid-January, 1941. During the past Winter we completed 45 "discs" made with farmers in 10 of the 12 Middle Western states where we sell poultry and stock feeds, and these were used on the air January-May, 1941, over 18 stations strategically located throughout our area.

Fan Mail to Testifiers!

Nutrena experienced an 11% increase in business in 1940.

Whereas a packaging idea may last a long time, the ordinary selling idea or merchandising theme is not good for more than two years, we have found in our business. This is true of our "living testimonials." However, during the time we have used them they have proved, on the basis of response, very successful.

The one and a half minute discs used the past Winter were secured by a four-man crew in four weeks from poultry growers in Missouri, Iowa, Minnesota and South Dakota; south through Nebraska, Kansas, Oklahoma, and Texas; across to Louisiana, and back up through Arkansas to South-west Missouri.

Success of the testimonials has been marked. Some of the poultry raisers making them have received fan mail from 400 to 500 miles away asking where they can get eggs from the successful flocks. Dealers tell us many persons come in and comment that they heard the production stories told by the Nutrena Feed Reporter, and they want to find out about the feeds. Comment of this sort from dealers has been extensive. They like the program, and it has proved stimulating to them in getting more business.

We are constantly seeking to edu-

SALES MANAGEMENT

cate dealers through our salesmen to turn on the radio in the store when it is Nutrena time. This has served to sell to the dealer as well as the feeder. One gets an inflection and emphasis by voice over the radio which proves most effective and convincing especially when one farmer is talking to another.

Last December the crew of four started out: Everett Kemp, professional radio announcer; Bert Powell, engineer for Damon Sound Service; J. C. North, Nutrena Mills, Inc., and M. H. Straight, Ferry-Hanly, Kansas City ad agency, writer and photographer. They carried with them equipment for making electrical transcriptions, including a small generator with gasoline engine for those farm homes without electricity.

The Nutrena salesman in the area located several good poultry raisers in advance of the crew. He did this by working with dealers, an added way of getting the dealer's interest through participation. Dealer and salesman checked growers' records, and then selected the best prospect. The salesman accompanied the crew when it appeared. He helped set up the equipment in the farm home, in the living room, kitchen, or elsewhere, while Mr. Straight made the preliminary interview. Mr. Straight sat down at once and typed out the copy while Mr. Kemp rehearsed the man or his wife, or both, a couple of times. They then went over the continuity together, made corrections, timed it, and then put on the farmer, his wife, or both of them.

Raisers Love "Helping Out"

After the record was completed, Mr. Straight took a photograph, usually including other members of the family; and secured a release. Later he sent the family a copy of the photo. Three records a day were achieved with this procedure.

Poultry raisers were ticked to death to "help out." If they were eating dinner, doing the washing, or working in the field, it didn't matter, they dropped everything to help. They were intensely interested in the operation of the equipment, and without exception they were glad to get a chance to go on the air. Interviewees were advised by letter in advance of the time their record was to go on the air so that they could watch for the program and "hear themselves."

We asked "How many chickens did you raise last year?" The answer was so many, "and we fed them Nutrena." Records of one and a half minutes, are necessarily short and to the point. Each group of testimonials has advertised a different type of feed.

Continuity for chick feed covered

number of chicks and their mortality, weight at eight weeks or other age at which they had a record of weight. Weight could be proved by sales slip or other evidence, and we often carried this substantiation in the transcription: "Let me look at that receipt again." In the "echoing" statement with which the announcer followed the record those points were stressed.

We asked those who had used Nutrena before if there was any difference in results between Nutrena this year and last so that we could point out that Nutrena has been stepped up in vitamins, is "an even better feed."

What we tried to get across to the farmer is that with our product he can increase the profit on his product.

A copy of the record goes to the station. Eighteen stations in ten states this Spring put on the air 15-minute Nutrena periods using the testimonials. The same record was run again about six weeks later where necessary to fill out the period.

News, Old Songs Best Liked

Each 15-minute Nutrena program carried one one-and-a-half-minute testimonial, which was followed by one and a half minutes of explanatory commercial continuity. In the latter we went over the feeder's experience, why it was good (because of Nutrena), and then gave an explanation of how those listening can do the same thing. The program wound up, if we had time, with music, plus a small amount of commercial telling listeners to go to their nearest Nutrena dealer. We have such a wide distribution that we didn't mention names of dealers.

All types of radio shows carried the testimonials. For example on WHO, Des Moines, it was a quartet; WNAX, Yankton, S. D., news; WDAF, Kansas City, Mo., old time songs and hymns; KMA, Shenandoah, Iowa, news; WIBW, Topeka, Kans., old time songs; KWKH, Shreveport, La., comedy, singing, talking, etc.

We selected these programs for two reasons. One was time. For our business the best period of the day is 7:00 to 7:30 a.m., and from 12:00 noon to 1 p.m. Another reason was availability of talent popular with listeners of that station, particularly talent which we believe appeals to rural listeners.

If any general conclusion can be drawn from our experience as to the best type of program to carry our sales story most effectively to our type of prospects, it is news and old time music, followed by singing and comedy.



2200 HORSES WITH PADDED HOOFS

... fly you quietly
over land-bound miles,
Southwest by Braniff.

From Chicago or Kansas City
through Wichita,
Oklahoma City, Dallas,
Houston, San Antonio...
in fact, most all of Texas

... Braniff gives more
"horse power" to sales trips.

You save days and dollars
and arrive refreshed,
full of

renewed energy for
the work ahead.

Next trip, enjoy
Southwestern hospitality aloft...
try Braniff Airways,
the modern way
to rich Southwestern markets.





Did Tacks Stick His Neck Out?

Brass E. Tacks, SALES MANAGEMENT:

I've read you so long and enjoyed you so much that I'm taking the trouble to write you about your article in the February 1 issue of SALES MANAGEMENT. And, like you, I'm going to hide behind the cloak of anonymity for I have no wish to receive calls from a couple hundred special reps.

My particular point of difference with you is in your premise, i.e. "In both instances, the manufacturer (and a newspaper publisher is one) says first, 'What's this worth to a consumer?'—then figures his price accordingly."

For the love of Allah, don't expect me or your other readers to believe that one! It isn't so with a manufacturer or a publisher—and many a publisher has told me he is *not* a manufacturer, his business is "different." Let's be honest—that's been your most charming trait. The publisher sets his price on what the traffic will bear. So does the manufacturer; but, selling nationwide, he has tougher competition than a publisher, particularly a publisher of that fast-growing clan, the forced combination—say Springfield, Mass., for example.

If what you say is true, you wrong the publisher by branding him as a very poor judge indeed of the worth of his product to "a consumer." Else why should there be such a tremendous divergence in rates between newspapers of like circulation in cities of like population in the same section of the country? If what you say is so, why is the product "worth" 30 or 40 or even 100% more to General Foods selling a brand of coffee than it is to the A & P, also selling a brand of coffee in direct competition, or to Heinz and to the A & P, also selling ketchup in direct competition?

No, I think you stuck your neck out on that one.

One thing more and then I'm done. That crack about the A.N.A. in the last paragraph. I can't speak for Ham Warren of National Carbon but I have been an A.N.A. member for a long time. And will you tell me just when the A.N.A. ever indicated it was at all interested in "Cost of linotypes, ink and presses" used by newspapers? Certainly you inferred that and I think you owe it to the A.N.A. to put up or shut up. It isn't quite cricket, it seems to me, to lead your readers to believe that the A.N.A. has been snooping into publishers' costs, because they haven't done any such thing.

I can't speak officially for the A.N.A., but as a member who has been pretty close to its policy, especially in regard to newspapers, I should say the cardinal point in that policy is that the publisher's costs are strictly the publisher's own business. The A.N.A. has leaned over backwards in refusing to recommend or have any part

in a study of publishers' costs. But I assume publishers are interested in the cost of linotypes, ink and presses. Just so is the national advertiser interested in rates. And just as Publisher A would get pretty sore if the ink manufacturer sold his ink to Publisher B at a 30% discount for the same quantity, so a national advertiser may get pretty sore if a publisher sells white space to a chain store organization, packing goods in direct competition with said national advertiser, at a 30% discount.

Pardon for a too-long letter and more power to your pen!

IRON E. HAMMER.

(Oh, darn you, dear Iron! You're positively embarrassing. I hate you. What do you want to do, anyhow, put logic into advertising rates?)

Why should 100,000 circulation in Alpha cost the same as 100,000 in Omega?—except that it makes good sense. Who are you, anyhow, to break the precedent of years? Or, in fact, who are you? Or should I cast out my own mote before lifting the veil for a look at your beam?

To indicate how I really feel on this subject of why-can't-rates-make-sense, I refer you to the anguished laments that reared their ugly heads on this very page on 11/1/37 and 1/1/39—and also to about six other howling protests that Phil Salisbury, broad-minded guy though he is, just refused to publish!

I still feel that newspaper men are doing the "usual" thing in saying "buyers fall into classes,"—and that national advertisers shouldn't point fingers unless their own skirts are lily white.

But I also agree that some day, a gorgeous golden dawn ahead, the newspapers of the U. S. will sit down, in Congress assembled, and produce standardized rate cards that will draw loud cheers from national advertisers (Gawd bless them every one).

Thanks for writing. It always amazes me to learn that I have a reader. And I'm sincerely happy to have made your acquaintance, veil or no veil. Why don't you bring the Mrs. over next Tuesday night?—BRASSIE.)

Constructive Critics, Welcome!

Editor, SALES MANAGEMENT:

I have been reading with great interest the Marketing Pictographs in the February issue of SALES MANAGEMENT. Referring to one which appears on Page 41, crediting Dr. L. D. H. Weld in *Dun's Review* as the source, a suggestion is made that would, in my opinion, improve the chart or any further charts like it. It is this:

At the bottom of the first column under the heading "Regions" the words now ap-

pear, "High Months." Since the object of this lateral column is to show the number of states that enjoy certain high months, would it not be more clear if they were made to read, "States Enjoying High Months," since there follows under each monthly heading a figure indicating the number of states that enjoy that respective month as a high month?

By the same token there might be added another vertical column bearing the heading "Number of High Months," although this may be superfluous in that all regions seem to have six high months and six low months based on the figure 100 as yearly average.

Incidentally, it was my great privilege 25 years ago to take a course under Dr. Weld at Yale University in business statistics and in the marketing of various products, particularly farm products.

A. LAURENCE DICKEY, Vice-President,
American Automatic Electric Sales Co.,
Chicago, Ill.

(To Subscriber Dickey, our thanks for a constructive suggestion.—THE EDITORS.)

On Pictograph Reprints

Editor, SALES MANAGEMENT:

In your recent release of Pictographs there was a page headed "What Are the Most Profitable Industries?" Would it be possible to obtain six extra copies of this page? We would like to furnish them to heads of various sales and management departments.

C. D. DAVENPORT, Advertising Manager,
Union Steel Products Co.,
Albion, Mich.

(Yes, the answer to Reader Davenport. To other subscribers who may not know: A limited number of reprints is available on each and every Pictograph.—THE EDITORS.)

N.B.: Foes of "Price-Fixing"

Editor, SALES MANAGEMENT:

The last paragraph on Page 16 of the February 15, 1941 issue of SALES MANAGEMENT refers to a book called "Four Free States," which covers price maintenance.

Please advise where this can be obtained.

E. R. WILLIAMS,
Rockford Drilling Machine Division,
Borg-Warner Corp.,
Rockford, Ill.

(The booklet mentioned may be obtained without charge from Belmont Frank, Frank's Economy Store, Burlington, Vt.—THE EDITORS.)

In Defense of Some Tin Cans

Editor, SALES MANAGEMENT:

I read your reports on the packaging survey with great interest. There was one point, however, that I think calls for further investigation. It is the old question of keeping food in tin containers. I am not trying to underestimate the prejudice that exists, but it seems to me that a distinction would be made between cans that are designed for keeping and those that are not. For example, many foods are kept in their original tin cans without hesitation. Among these are coffee, baking powder, Crisco, Karo, Wesson Oil, and others. But the tin can that is opened with the ordinary can opener, such as the can

SALES MANAGEMENT

holding peas or other vegetables, is very unsatisfactory for keeping food. If the older, and more common, can opener is used, the jagged edge is dangerous. If you use the newer type, it is difficult to recover the can for storage purposes.

If future surveys will go into this point further, I believe it is important to make this distinction.

ROBERT B. KONIKOW,
New York, N. Y.

(Such a distinction will be made in future surveys. Reader Konikow's comment shows why it is often desirable to do survey work on a continuing basis, rather than as a one-time shot: No one can foresee what results will be. Distinctions that may not occur to the investigators at the time questionnaires are framed, may turn out to be important to the interviewees. Example: Women have complained about square tins (asparagus, for example) as difficult to open with any of the more widely distributed can openers. As our survey work progressed, it developed that a distinction must be made between such cans, and other square tins with slip-top covers, such as those used by many packers for tea. This type has drawn few adverse criticisms.—THE EDITORS.)

Bad, Balky, Baffling . . .

Editor, SALES MANAGEMENT:

I took a fling at housekeeping and rather like it, but the container problem has me down. Some containers just can't be opened without risking a sprained wrist or a cut finger.

I have had the clerks open or loosen containers before delivering groceries, and I have even had to wait for a male guest to drop in and open them up. Yes, I have even thought of sending out an SOS for the handy man around the building.

I absolutely hate containers that must be opened with a key. Usually the key is too short to hold the entire strip of metal and before I can get around the container I'm so messed up I yell for help.

Paper containers with a wax coating just don't go with me because it usually is necessary to strain the contents to get rid of the loose pieces of wax that are floating around. Tall containers that are difficult to store in a refrigerator—well, I try not to buy them.

ISABELLA M. ARNOLD,
Chicago, Ill.

P.S. Perhaps the answer to my complaint would be to marry a well-driller or a safe-cracker.

(Many a consumer who laid eyes on the recent package survey has poured out her troubles to the SM editors. SM continues to be somewhat astonished at the intensity of feeling expressed by housewives on the subject under investigation.—THE EDITORS)

Smothered in Orchids

Editor, SALES MANAGEMENT:

YOUR 1941 SURVEY OF BUYING POWER ISSUE TOPS THEM ALL. CONGRATULATIONS ON A SPLENDID JOB WELL DONE.

RAY C. JENKINS,
Station KSTP,
St. Paul, Minn.

(Mr. Jenkins' wire is typical of many other letters, wires, and phone calls we have received since April tenth, but it has added significance because he has advertised in every issue of the Survey for the past five years.—THE EDITORS.)

Where There's So Much (10c) Smoke . . . There Must be Lots of Fire!

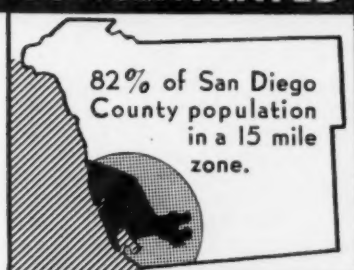


B. Solon, of Howard & Solon Co., LaPalina distributors in Jackson, Mich., says: "The demand for 10c LaPalinas, advertised in the Jackson Citizen Patriot, is showing a big increase." Buyers who have that extra nickel for a cigar also have many extra dollars for other advertised products. Make sure the Jackson Citizen Patriot is on your newspaper schedule. It covers your Jackson market practically home by home. For further facts, call I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

BOOTH Michigan Newspapers
Grand Rapids Press • Flint Journal
Kalamazoo Gazette • Saginaw News
Jackson Citizen Patriot
Muskegon Chronicle
Bay City Times • Ann Arbor News

Jackson Citizen Patriot

ISOLATED . . . and . . . CONCENTRATED



Just one best way to sell

SAN DIEGO

Fastest growing BIG market in So. California

March 1941 estimates indicate that SAN DIEGO has advanced another 21% since April 1940 census!

86% of the families in this isolated, concentrated area can be reached with only one "buy"—The Union and Tribune-Sun. Adjectives aren't big enough to describe what's happening in San Diego! Make plans to get your share

Our representatives will gladly furnish latest authentic market information.



Represented nationally by WEST-HOLLIDAY CO., Inc.

New York • Chicago • Detroit • Cleveland • St. Louis • Seattle • Portland • San Francisco • Los Angeles

Veteran Salesmen Jump Volume 25 to 40% When Re-trained

Just as doctors attend clinics to re-train themselves and bring their knowledge up to date, so do the old-timers on any sales staff need periodic sales education. H. D. Lee's first school for this purpose was so successful it has been made into a permanent feature of the year's sales program.

A NEW type of sales school was inaugurated by H. D. Lee Mercantile Co. in February, 1940. It proved so successful in training new men that it has become a permanent part of the company's sales policy. Two or three of the schools will be held at the home office and in the field each year. While designed primarily for men just starting as salesmen, the school was highly successful in increasing the business of veterans who had not been faring well.

Previously, new men have required an average of three months to reach a volume of profitable production. Now new men who have gone through the home office sales schools have begun to produce profitably immediately after they started on their territories.

It was the older men, however, who made the most amazing progress. They had been simply standing still. Yet after they went through the school their improvement was both large and immediate. The largest increase which one of them made was 40%; the smallest 25%. There has been no let-down since, and in most instances their increases are growing.

Hereafter the home office sales schools will be attended by all new men, whether hired by the Kansas City factory or by the other four factories. We will, though, always mix in with the newcomers a few older salesmen who need brushing up. Home office schools will be held about three times a year. Older men who need additional training will be taken care of in district schools of the same pattern.

At both the home office schools, for new men, and district schools sales demonstrations—given as many as 15 times by each man—are a major subject.

In the home office two-week course we proceed on the theory that new men know nothing of the business. Hence we show them how to read prices, identify numbers, fill out orders, etc. At district schools some of this primary work is unnecessary.

Branch factory executives, plus some home office officials, conduct the dis-

trict schools. They are really lecture and demonstration courses, with each subject or group of subjects followed by a written examination.

Included in the course are lessons on the weight of materials in Lee clothing, how the cloth is dyed, number of threads per square inch, and other technical information. Some of this is needed only rarely in a sales presentation, but when it is needed the salesman has it at his finger-tips.

Different pieces of a garment, cut as they come out of the factory process but before "assembly" are shown, and it is demonstrated how they are juxtaposed to make the garment. Such demonstrations give the salesman a thorough knowledge of the physical properties and qualities of Lee merchandise. The pieces are put together just as they are in the factory and are then shown as a completed garment. This is displayed behind an actual store counter. Then the best points of the garment are explained as a merchant might do for a store customer.

Sales interviews are demonstrated by sales managers and then by the salesmen. Those acting the part of buyers

play their roles realistically. One is the cold, silent type; another is the nervous, excitable buyer who has to rush off in ten minutes, etc.

Each salesman gets up and illustrates how he sells. He's in front of men eager to criticize and suggest—factory "big shots" and his own associates. He goes over and over the demonstration until he has ironed out every wrinkle.

Other salesmen get much benefit from observing as well as participating. A number of small points come out in these demonstrations that would not be brought to light in any other way—except in actual sales calls. Familiarity with them and practice in or illustration of how to meet them add to the confidence with which the salesman approaches his job.

Sales managers demonstrate many real situations. For example, they show how to present Lee's advertising portfolio in 20 minutes for the buyer who has plenty of time. It is presented again for the man with only ten or 15 minutes; then, boiled down even more, for the buyer with five minutes. Finally, there is the buyer who won't listen at all. For him the demonstrator simply ruffles through the portfolio to show "we have a lot of national advertising."

Intensive, Exhaustive

Students take notes throughout the school sessions. Periodically they are given written examinations. If these examinations are not satisfactory, they get more training. Thus the student learns in a multiform way, intensively. He gets lecture and demonstration; he learns by action through his own demonstration; and he fixes what he has learned by note-taking and written examinations.

All of these phases are exhaustive. For example, a department head explains a manufacturing process, covering, say, 20 points. When the examination is given it deals with the 20 points, but their order is changed.

By limiting the number of students to ten or less in both home office and district sales schools, maximum attention and interest are secured.

The salesman who calls on a merchant fully armed with information and experience may not use all he knows; but he is confident, and the merchant feels and is impressed by that confidence. The salesman is self-assured because he knows more than enough for that interview. He can answer any question and objection that comes up. And he knows that he can answer other questions, meet other objections, even if they don't come up.

Formerly we coached a new man in



As told to Kenneth Forcee by
C. A. REYNOLDS
General Sales Manager,
H. D. Lee Mercantile Co.,
Kansas City

Which twin would you pick?



Mrs.
Pittsburgh



Mrs.
Urban Iowa

- Same buying habits
- Same modern ideas
- Same tastes
- . . . but the lady on
the right has more
money to spend! ➡

Mrs Urban Iowa buys **more** food, **more** drugs, **more** automobiles because there are more of her. More even than Mrs. Pittsburgh, Mrs. Cleveland or Mrs. St. Louis.

URBAN IOWA is America's 7th market—a sales "city" of a million people with half a billion dollars to spend—and 4 out of 5 of these city-living Iowans read one newspaper.

"A" schedules, please!

Iowa
The Des Moines Register and Tribune

376,372 Sunday—Milline \$1.59

318,965 Daily—Milline \$1.57

a haphazard fashion, hit the high spots and turned him loose. We didn't go deeply into essentials and we didn't require him to demonstrate what he had learned. We assumed he knew what we had told him, but we had no evidence to prove it.

I am forced to admit we were not giving our new men enough constructive help when they first came to us. We were interested in them, of course; we wanted them to succeed. We'd

give the new man the opportunity to learn the line and prices, yet we didn't take the time to make sure that he was adequately prepared to present our merchandise and services to the trade.

This the new schools overcome. At the same time they give the older salesman who has failed to click the chance to get all the information he wants or can use, in a way that not only adds to his knowledge but improves his technique in using it.

Marketing Flashes

[Howard G. Ford Award Goes to Philadelphia]
Electric Co. — Defense Marketing Short of War]

Music While You Work

Cluett, Peabody & Co. (Arrow shirts and collars) has installed transcribed Muzak Corp. music in its Troy, N. Y., plant to "relax the nerves, reduce fatigue and make work more pleasant" for its employees.

The company is careful not to saturate employees with too much melody at frequent intervals, but to space it through the day with not more than 12 or 15 minutes of music at any one time. Nor are fast tempo tunes played, because the purpose is not to accelerate production but to provide cheerful working conditions and to make the regular rest periods more enjoyable. At the start of the day a 15-minute musical program gives workers a zestful beginning, they say.

Muzak has been supplying wired music to restaurants, bars, hotels, permanent displays, etc., for the past five years. It also has some apartments and private individuals as customers in big cities. The music is played in a central studio and transmitted by telephone wire. During this time the company has perfected its transcription methods and built up an extensive library of selections that, while originally intended for background music in public rooms, now "becomes ideally suited for industrial use."

New Typewriter

International Business Machines Corp., electric writing machine division, Rochester, N. Y., introduces an all-electric typewriter that types what appears to be print.

On an ordinary typewriter each letter occupies exactly the same space. On the "Electromatic" a proportional escapement automatically allows for each character according to its width, varying from two to five units of 1/32nd inch each. For example, the lower case "l" occupies only two space

units, while the capital "L" occupies four units, and the lower case "m" fills five units.

A typed page does not show the characteristic vertical lines formed by the white space between the letters by the conventional typewriter. Spacing on the Electromatic may be expanded by pulling out a control button, which automatically inserts one extra unit of space between characters. This expansion is used for word emphasis or for headings.

Either 12-point Roman Book type or a fine line type, similar to the familiar typewriter type, is provided.

Defense Exposition

From May 28 to June 8 the Miami Valley (Ohio) Industry and Defense Exposition, first of its kind in America, will be held in the Cincinnati Music

Hall. Purpose is to educate the public on national defense and the part the Valley is playing in that great effort.

"Due emphasis will be placed on peacetime products under our present industrial system by demonstrating how this same system also meets the challenge of defending our gains already attained."

General P. Lincoln Mitchell is general chairman and Mayor James Garfield Stewart of Cincinnati is honorary chairman. They, and the exhibitors, propose to "present to the nation a factual, visual, enlightening picture of the industrial and commercial activity of the Miami Valley for national defense and human progress . . . and to encourage an influx of needed labor."

Buy Something British

Oliver Lyttleton, president of the Board of Trade, London, recently sent a message by short wave to American buyers and importers of British goods. Said he, in part:

"The export trade is one of the weapons with which we are fighting. When you put up the motto 'Buy Something British' in your shop-windows, I don't want you to imagine that you are filling the pockets of British merchants. You are putting into the sky an aeroplane, and we will man it with the best we have."

The Import Committee of the British Empire Chamber of Commerce has begun distribution to department stores of a "Buyers' Index for British Imports" which lists importers and wholesalers of British goods. It will be published every two months.

INTERNATIONAL BUSINESS MACHINES CORP.
Electric Writing Machine Division
45 CROUCH STREET, ROCHESTER, N. Y.

HENRY J. LINDSAY
Advertising Department

Mr. Philip Salisbury, Genl.
Sales Management
420 Lexington Avenue
New York, New York


Dear Mr. Salisbury:

Have you ever received a letter so easy to read as the letter on your desk - and we say: "This is the written Results since the Electric Writing Machine, on the New Electromatic Spacing Machine, a product of the International Business Machines Corporation."

We are enclosing a photograph of this major writing machine development you will find room to incorporate graph in your New Products Column.

Please advise.

Very truly yours,
H. J. Lindsay
Advertising & Sales Promotion Mgr.



It's the next thing to printing as the letter in background shows.

SALES MANAGEMENT

"Admittedly war conditions have handicapped distribution in many instances," the Index points out. "Production facilities of the British Isles, however, are capable of meeting American demand, and though deliveries may take two or three weeks longer than in peacetime, they do come through. Britain Delivers the Goods" and "is doing its utmost to maintain its export trade."

Saving Tin

While plastics are taking the place of many other metals, the tin industry is considering ways of lowering consumption of that imported metal. Can Manufacturers Institute, Inc., N. Y., advises members that they can save 15% on tin without discriminating against any single group of can users.

Says Vice-President Ferris White, "This can be achieved by reducing the weight of the tin coating on cans by 10% (such a reduction could be effected on 95% of present food containers), and savings by switching from tin plate to other types of coated steel. For example, such products as paint, oil and gasoline may be packed in terne plate containers. Terne plate is made of tin and lead and requires less tin than tin plate.

"Can manufacturers now use about half of the tin consumed in the U. S. A saving of up to 7,500 tons annually would approximate one-tenth of all the tin used in this country annually.

There is no emergency in tin at present. But Institute members know that "the present is a highly desirable time to plan for savings and prepare effective methods in the event of an emergency."

Plastics Enlist

Because a number of light metals are needed for defense, the plastics industry is getting a tremendous boost. Norge refrigerators have door handles, corner pieces, etc., of Lumarith, a Celluloid Corp. plastic. Westinghouse refrigerators, too, use Lustron, a Monsanto Chemical plastic.

Closure and plastics division of Owens-Illinois Glass Co. is making many items of plastics which formerly were available only in aluminum—medicine spoons, funnels, menthol inhalers, etc.

Vacuum cleaner parts of plastics are replacing metal, notably on the Norge, but other manufacturers will doubtless follow suit. Additional items too numerous to mention are bound to adopt plastics if metals become scarcer. Each use of plastics, even if intended only as a temporary war measure, will beget other uses.

With all this interest in plastics,

W. L. Stensgaard & Associates, Inc., Chicago, has started "America's Modern Plastics Exposition" on a tour of the country's department stores. The exposition contains four tons of exhibits, the result of two years' planning and production by Stensgaard. Its displays show the various types of plastics, explain how they are made, dramatize finished products, and tell how plastics will help agriculture. For example, millions of tons of cotton will be consumed in making acetate plastics.

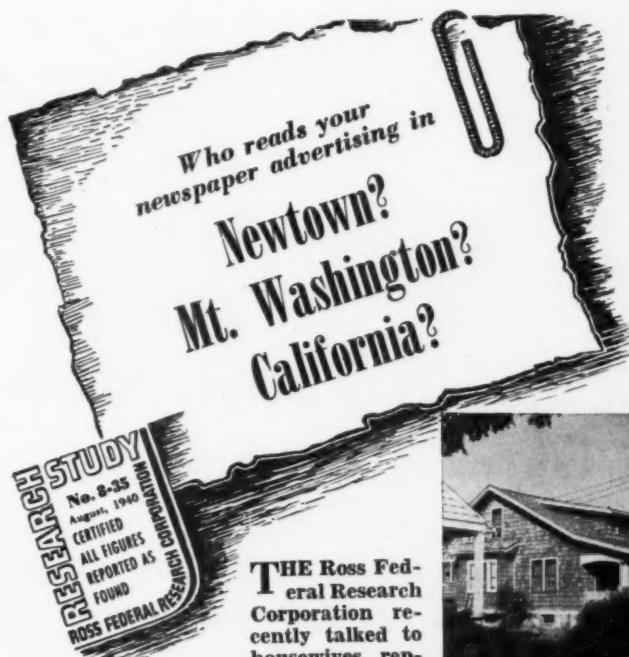
In connection with the traveling exposition, an essay contest sponsored

by *Modern Plastics* will be staged. Prizes will be awarded by the magazine in each of three classifications (grade schools, high schools, colleges or adults) for essays on the future of plastics and explaining what was learned from the exhibit.

A 30-minute Kodachrome talkie and a series of window displays complete the exhibit.

"Outstanding Achievement"

The Howard G. Ford Award for "outstanding achievement in improvement in distribution" goes this year to the Philadelphia Electric Co. The na-



THE Ross Federal Research Corporation recently talked to housewives representing more than 4% of ALL families living in Newtown, Mount Washington and California, Ohio.

Asked, "In what ONE Cincinnati newspaper do you pay the most attention to advertising?"... 50% of those who expressed a definite preference for ONE paper said "Times-Star," as compared with only 14% for the other evening paper, 25% for the Sunday paper and 11% for the morning paper.

MORE EVIDENCE that the Times-Star's LARGEST daily circulation in the rich, \$300,000,000 Cincinnati Trading Area blankets able-to-buy families with greatest selling efficiency.

CINCINNATI TIMES-STAR

HULBERT TAFT, President and Editor-in-Chief
Owners and Operators of Radio Station WKRC

NEW YORK: Martin L. Marsh
60 East Forty-second Street

CHICAGO: Kellogg M. Patterson
333 North Michigan Avenue

NEWTOWN



MT. WASHINGTON



CALIFORNIA





tional honor is bestowed jointly by the National Federation of Sales Executives, the Sales Managers' Association of Philadelphia and the Merchandising Department of the Wharton School of the University of Pennsylvania.

It carries with it recognition of the attainment of higher standards in the field of sales management in relation to finance, production, marketing, merchandising, research, and advertising resulting in increased sales, economy

in selling costs, and the maintenance of a reasonable profit.

Pictured is George E. Whitwell, P. E. Co. vice-president in charge of sales, accepting the 1940 gold plaque from John R. Hartman, of the Price School of Advertising and Journalism (holding plaque); in the presence of Harold J. Cowell (left), president of the Sales Managers' Association; and Howard G. Ford, of William H. Hoedt Studios, Inc., Philadelphia.

Newspaper Reading Study Shows Ad Itself Outweighs "Position"

The 100-line advertisement of a manufacturer who has something to say and knows how to say it dramatically may attract more readers than a dull full page. Study also debunks left-hand page, "below the fold," and "for one sex only" taboos.

SOME critics claim that advertising promotes monopoly by permitting large companies, with large expenditures, to "dominate" media. Such advertisers, they say, can afford to buy much larger units or more preferred positions of space or time. . . . What chance has a 100-line ad beside a 1,000-line ad?

Some advertisers themselves believe that if they could buy bigger space or better positions, their sales would have easier sailing. If, for example, they could "own" page 2 or 3 of a few metropolitan dailies, they assume that they would get almost 100% readership and almost proportionate response.

But the advertising problem is not so simple as that. Regardless of the medium employed, it is not solved by dollars alone. Now, as always, the first part of the solution is to have something to say. The second is to

know how to say, and dramatize, it.

As the Bureau of Advertising, American Newspaper Publishers Association, points out in a cross-section analysis of best-read ads in typical newspapers throughout the United States and Canada, "what an ad accomplishes is largely up to the ad itself. The opportunity to accomplish a good job extends through all sections of the paper, for ads of all sizes."

The analysis, entitled "Attention," has been developed from "The Continuing Study of Newspaper Reading," a project operating under the bureau's sponsorship for nearly two years. "The Continuing Study" is directed by the Advertising Research Foundation, which represents jointly the Association of National Advertisers and the American Association of Advertising Agencies.

"Attention" is published in two 112-page volumes, covering respec-

tively national and retail advertising. Ten best-read ads in each classification of these two fields are reproduced, showing position, dimensions, date and percentages of men and women interviewed who read the ads. These reports are based on the first 24 newspapers examined by "The Continuing Study."

National classifications include automotive, toilet requisites, groceries, household, medical, tobacco, alcoholic beverages, and miscellaneous. Retail classifications include department stores (main store), department stores (basement), clothing, shoe, furniture and household, grocery and meat, drug and miscellaneous stores.

Of the 90 best-read national ads covered, 27 were small (70 to 300 lines), 51 were medium-size (301 to 1,000 lines) and 12 were large, 1,001 lines and more. In other words, 87% of them were medium or small, and 30% were small.

Stores—especially department stores—probably are more inclined toward large insertions in newspapers than are national advertisers as a whole. In "Attention for Retail Advertisers," 54 of the 90 best-read ads covered were large, 26 were medium, and 10 small. Excluding the 20 for department stores, however, 35 were large, 25 medium, and 10 small.

Left vs. Right-hand Pages

Some advertisers have long believed that right-hand pages are much more potent and preferable than left-hand pages. But of 88 best-read national ads analyzed for this factor, 49 were on right-hand pages and 39 on left-hand. Of 78 best-read retail ads, 39 were "right" and 39 "left."

Despite the fact that many advertisers ask for, and get, "page 7 or forward," the Bureau of Advertising finds most of the best-read ads are run further back. Specifically, 72% of the national and 68% of the retail ads covered in the two books were "page 8 and back."

Of the 90 national ads reproduced, 84 could be designated as being wholly or mostly above or below the fold. And of these 76 (90%) were below the fold and only eight (10%) above the fold.

Of the 90 retail ads, however, only 28 could be said to be wholly or mostly above or below the fold. Twenty-two of these were "below" and six "above."

"The Continuing Study of Newspaper Reading" is concerned primarily with learning *who reads what*. The study proves, the bureau says, that there is "high" reader traffic, high reader interest, on every page of a newspaper," and that reader interest

covers advertising as well as news and features.

In presenting the best-read ads, the bureau does not attempt to say *why* they attracted.

But several observations might be made.

One is that ads of various products can be made to win both sexes. Although most of the best-read ads for automotive products, for instance, had higher readership among men than among women, a Conoco oil ad (showing a service station man putting a little girl on a pony) was read by 58% of women as against 51% of men. An Atlantic gasoline ad (headed, "More knockless power," and showing a service station man beside a pump) attracted only 9% of women, 31% of men.

Although the toilet requisites section indicates much less interest of men than of women in perfumes, men today are just about as much concerned with "B.O." A Mum ad attracted 20% of the women, 17% of the men, a Lifebuoy ad 14% of the women, 13% of the men.

Women, surely, are no more interested in food than men. But probably because they have more to do with the purchase and preparation of it, their percentages for the best-read food ads were from twice to ten times as high. An exception was a large announcement ad for Armour's Treet prepared meat, which had a reading of 43% among women, 39% among men. This was a two-color ad.

Child Pictures Strong Magnet

Refrigerator copy also appears to be read more by women than by men. The difference between them, however, seems to be less than in food or toilet requisites. . . . A Nairn linoleum ad was read by more men than women (10% against 9%), but a G-E bulb ad was read by more women than men (18% against 15%).

Chesterfield must be making headway among women, Camel among men. The best-read cigarette ad (showing Bette Davis and Errol Flynn as they appeared in the movie, "The Private Lives of Elizabeth & Essex") drew 66% of women, 46% of men. Another Chesterfield ad (presenting a sisters' basketball team under the headline, "The only combination of its kind," scored 55% among women, 52% among men. Camel's illustrated testimonial series—even when women are used in them—draw a slightly larger male audience, among best-read cigarette ads.

Of ten liquor and beer ads studied, five led in attracting men and five in attracting women. Two Frankfort Distilleries' ads—for Paul Jones and for

Old Velvet—were well ahead with the men. On the other hand, another Frankfort ad, for Paul Jones, attracted more women. All used whimsical little male figures as illustrations. . . . Women liked a Golden Wedding ad headed, "Five superb whiskies 'wedded' into one." . . . A Black & White Scotch insertion (showing the two little Scottie dogs looking out a window) was twice as popular with women as men.

Pictures of children—even more than of animals—continue to be strong reader magnets. . . . Mutual Savings Banks of Massachusetts presented two

of them, under the headline, "Can you pick the lucky baby?" and scored 51% among women, 28% among men. . . . Eastman Kodak reached 35% of women 23% of men, with a picture of a little girl and boy on a fence. . . . In an ad titled "Safety . . . for all!" Johnson & Johnson's Red Cross division showed a father holding his little girl, with the mother looking on. It attracted 66% of women, 50% of men. . . .

"The conclusion," as the Bureau of Advertising says, is obvious . . . and worth repeating. It's not the position that counts, It's the *ad*."



HELPFUL \$3-A-YEAR MAN

Last year 356,480 business leaders followed the advice of an expert business adviser.

The name of this three-dollar-a-year adviser? Nation's Business!

The Proof? Nearly eighty thousand more paid circulation than the next two business magazines combined.

The result? Sales for Nation's Business advertisers.*

NATION'S BUSINESS

Reaches More Business for \$1,600 a Page*



*"WE AM CLIMBIN' JACOB'S LADDER!" Every month the circulation of Nation's Business climbs higher—and that's been going on for 84 months. Now its 356,480 net paid—10.2% paid by membership dues in the U. S. Chamber of Commerce; 89.8% paid in personal, individual, \$3-a-year subscriptions. For more advertising facts address: Nation's Business, Washington, D. C.

Table 2
What Individual Brands Do Women Put on Shopping Lists?

(Continued from Page 17)

PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified Brands	Total in Units	PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified Brands	Total in Units
COCOA					FRUIT, CANNED				
Listed by 39 women, or 7.5%					Listed by 146 women, or 28.2%				
Hershey.....	20	11	9	20	Del Monte.....	56	21	35	105
Baker.....	11	7	4	11	Libby.....	20	11	9	50
All Others (6 brands).....	8	3	5	8	Dole.....	11	6	5	11
Total.....	39	21	18	39	Stokely.....	7	5	2	20
					Sun Maid.....	6	2	4	7
					All Others (31 brands).....	42	10	32	57
					Don't Know.....	20	..	2	30
					Total.....	162	55	107	280
COFFEE					FRUIT JUICES				
Listed by 224 women, or 43.3%					Listed by 144 women, or 27.9%				
Maxwell House.....	38	22	18	43	Dole.....	47	29	18	79
Chase & Sanborn.....	32	14	18	32	Libby.....	18	14	4	42
Hills Brothers.....	31	8	23	39	Campbell.....	16	7	9	33
Folger's.....	29	22	7	36	Del Monte.....	12	7	5	27
Sanka.....	10	8	2	10	Welch.....	7	6	1	13
White Swan.....	7	7	..	7	Colonial.....	5	..	5	9
All Others (35 brands).....	76	37	39	99	All Others (24 brands).....	36	17	19	80
Don't Know.....	3	..	3	3	Don't Know.....	22	..	22	32
Total.....	226	118	108	269	Total.....	163	80	83	315
COOKING OILS					GELATINE DESSERTS				
Listed by 10 women, or 1.9%					Listed by 116 women, or 22.4%				
Mazola.....	8	4	4	8	Jell-O.....	78	71	7	215
Wesson.....	2	2	..	2	Royal.....	20	14	6	55
Total.....	10	6	4	10	Knox.....	11	9	2	19
					All Others (6 brands).....	7	2	5	15
					Don't Know.....	1	..	1	1
CRACKERS					Total.....	117	96	21	305
Listed by 75 women, or 14.5%					JELLIES				
Ritz.....	16	12	4	17	Listed by 19 women, or 3.7%				
Saltina.....	9	7	2	10	All Brands (12).....	12	5	7	14
Premium.....	7	3	4	9	Don't Know.....	7	..	7	8
Sunshine.....	6	4	2	6	Total.....	19	5	14	22
Educator Crax.....	5	3	2	7	MACARONI				
All Others (7 brands).....	19	8	11	24	Listed by 37 women, or 7.2%				
Don't Know.....	13	..	13	14	Skinner.....	7	6	1	11
Total.....	75	37	38	87	Franco-American.....	4	1	3	6
					Muslier.....	4	2	2	5
					Fould's.....	3	..	3	6
					Mother's.....	3	1	2	5
					Red Cross.....	3	..	3	4
					All Others (4 brands).....	8	2	6	11
					Don't Know.....	5	..	5	7
					Total.....	37	12	25	55
DOG FOOD					MEAT				
Listed by 48 women, or 9.3%					Listed by 35 women, or 6.8%				
Red Heart.....	10	8	2	31	Spam.....	11	10	1	11
Rival.....	10	5	5	30	Armour.....	7	4	3	11
Ideal.....	7	3	4	37	Swift.....	3	3	..	3
Vigo.....	7	6	1	21	Treet.....	3	2	1	3
Pard.....	3	3	..	10	All Others (9 brands).....	11	4	7	12
All Others (10 brands).....	10	7	3	48	Don't Know.....	2	..	2	2
Don't Know.....	2	..	2	2	Total.....	37	23	14	42
Total.....	49	32	17	179	MEAT SAUCE				
FISH					Listed by 15 women, or 2.9%				
Listed by 65 women, or 12.6%					Costettino.....	4	3	1	15
Chicken of the Sea—Tuna.....	7	1	6	14	A-1.....	3	3	..	3
White Star—Tuna.....	7	5	2	11	All Others (3 brands).....	3	2	1	3
Del Monte.....	7	3	4	8	Don't Know.....	5	..	5	5
Argo—Salmon.....	5	5	..	8	Total.....	15	8	7	26
All Others (16 brands).....	19	10	9	30					
Don't Know.....	23	..	23	32					
Total.....	68	24	44	103					
FLOUR									
Listed by 142 women, or 27.5%									
Gold Medal.....	43	26	17	164					
Pillsbury.....	26	15	11	87					
White Lily.....	8	2	6	13					
Swansdown.....	8	6	2	12					
American Beauty.....	7	6	1	8					
Ceresota.....	7	2	5	30					
E-Z-Bake.....	6	5	1	42					
All Others (17 brands).....	37	23	14	121					
Don't Know.....	2	..	2	11					
Total.....	144	85	59	488					

(Table continued on Page 57)

Table 2
What Individual Brands Do Women Put on Shopping Lists?

(Continued from Page 56)

PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified Brands	Total in Units	PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified Brands	Total in Units
MAYONNAISE					SHORTENING				
Listed by 40 women, or 7.7%					Listed by 116 women, or 22.4%				
Kraft	11	8	3	11	Crisco	56	52	4	72
Best Foods	4	2	2	4	Spry	37	35	2	48
Hellman's	3	2	1	3	Mrs. Tucker	8	8	..	8
Blue Bonnet	3	2	1	3	Snow Drift	5	3	2	5
All Others (13 brands)	15	7	8	15	Jewel	5	4	1	7
Don't Know	4	..	4	4	All Others (5 brands)	5	1	4	7
					Don't Know	1	..	1	1
Total	40	21	19	40	Total	117	103	14	148
MILK, CANNED					SOAP				
Listed by 107 women, or 20.7%					Listed by 174 women, or 33.7%				
Carnation	24	16	8	96	Ivory	64	54	10	178
Pet	18	15	3	60	Palmolive	20	13	7	60
Gold Cros	15	13	2	75	Lux	20	17	3	50
Borden	11	3	8	34	Procter & Gamble	19	18	1	78
Wilson	7	4	3	21	Camay	16	10	6	46
Lion	4	3	1	17	Sweetheart	12	11	1	42
Sunny Rose	4	1	3	15	Lifebuoy	10	8	2	23
All Others (15 brands)	21	10	11	65	Octagon	8	4	4	25
Don't Know	3	..	3	11	Fels Naphtha	7	6	1	43
Total	107	65	42	394	Woodbury	7	3	4	22
NOODLES					Swan	6	5	1	15
Listed by 18 women, or 3.5%					All Others (11 brands)	23	15	8	80
Mueller	5	2	3	8	Don't Know	3	..	3	5
All Others (5 brands)	6	2	4	8					
Don't Know	7	..	7	11	Total	215	164	51	667
Total	18	4	14	27	SOAP POWDER-FLAKES				
PEPPER					Listed by 195 women, or 37.7%				
Listed by 11 women, or 2.1%					Oxydol	45	40	5	51
Schilling	4	2	2	4	Rinso	40	35	5	44
All Others (2 brands)	2	2	..	2	Chipsa	19	17	2	23
Don't Know	5	..	5	5	Lux	17	15	2	20
Total	11	4	7	11	Ivory Flakes	16	15	1	19
PICKLES					Super Suds	12	9	3	17
Listed by 30 women, or 5.8%					Ivory Snow	10	8	2	10
Heinz	9	6	3	9	American Family	9	..	9	10
All Others (9 brands)	11	5	6	11	Dreft	6	6	..	6
Don't Know	10	..	10	10	All Others (22 brands)	41	25	16	54
Total	30	11	19	30	Total	215	170	45	254
SALAD DRESSING					SOFT DRINKS				
Listed by 79 women, or 15.3%					Listed by 46 women, or 8.9%				
Miracle Whip	36	23	13	36	Coca-Cola	23	23	..	123
Other Kraft salad dressings	31	21	10	31	Pepsi-Cola	5	4	1	30
All Others (9 brands)	11	4	7	11	Won-Up	4	4	..	24
Don't Know	1	..	1	1	Canada Dry	4	4	..	12
Total	79	48	31	79	Royal Crown Cola	3	2	1	24
SALAD OIL					All Others	3	2	1	13
Listed by 16 women, or 3.1%					Don't Know	5	..	5	17
Wesson	6	3	3	6	Total	47	39	8	243
Mazola	3	1	2	3	SPAGHETTI				
All Others (4 brands)	5	3	2	6	Listed by 29 women, or 5.6%				
Don't Know	2	..	2	2	Franco-American	7	3	4	12
Total	16	7	9	17	Heinz	5	1	4	7
SALT					Skinner	4	1	3	4
Listed by 52 women, or 10.1%					All Others (8 brands)	9	3	6	12
Morton	25	15	10	26	Don't Know	4	..	4	5
Diamond Crystal	7	3	4	7	Total	29	8	21	40
Fischer	3	2	1	3	SPICES				
All Others (3 brands)	4	2	2	4	Listed by 13 women, or 2.5%				
Don't Know	13	..	13	14	All Brand (2)	2	1	1	2
Total	52	22	30	56	Don't Know	11	..	11	15
SOUP					Total	13	1	12	17
Listed by 103 women, or 19.9%					SOUP				
Campbell	82	50	32	262	Listed by 103 women, or 19.9%				

(Table Continued on Page 58)

Table 2
What Individual Brands Do Women Put on Shopping Lists?

(Continued from Page 57)

PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified Brands	Total in Units	PRODUCT	Total Brand Mentions	Written Brands	Verbally Specified Brands	Total in Units
SOUP—(Continued)					VEGETABLES				
Heinz.....	13	8	7	32	Listed by 211 women, or 40.8%				
All Others (6 brands).....	8	4	4	22	Del Monte.....	47	25	22	87
Don't Know.....	1	..	1	1	Stokely.....	27	15	12	79
Total.....	104	80	44	317	Libby.....	24	8	16	58
SUGAR					Green Giant.....	11	1	10	16
Listed by 148 women, or 28.6%					All Others (45 brands).....	86	33	53	170
Domino.....	44	15	29	141	Don't Know.....	63	..	63	121
Imperial.....	23	14	9	24	Total.....	258	82	176	531
Jack Frost.....	22	17	5	90	MARGARINE				
C. & H.....	17	10	7	93	Listed by 27 women, or 5.2%				
Revere.....	10	10	..	76	Nucor.....	10	9	1	11
Dixie Crystal.....	5	..	5	9	Blue Bonnet.....	6	6	..	6
All Others (7 brands).....	13	8	5	55	Parkay.....	5	3	2	5
Don't Know.....	14	..	14	60	All Others (4 brands).....	5	2	3	7
Total.....	148	74	74	548	Don't Know.....	1	..	1	1
SYRUPS					Total.....	27	20	7	30
Listed by 17 women, or 3.3%					BABY FOOD				
Karo.....	7	6	1	7	Listed by 11 women, or 2.1%				
Log Cabin.....	4	2	2	4	Clapp's.....	5	4	1	31
All Others (4 brands).....	5	2	3	5	All Others (3 brands).....	5	4	1	22
Don't Know.....	1	..	1	1	Don't Know.....	1	..	1	3
Total.....	17	10	7	17	Total.....	11	8	3	56
TEA					MISCELLANEOUS ITEMS				
Listed by 75 women, or 14.5%					Listed by 92 women, or 17.8%				
Lipton.....	28	22	6	28	Olives.....	7	1	6	8
Tenderleaf.....	20	13	7	20	Mustard.....	7	4	3	7
Tetley.....	6	4	2	7	Sweet Cookies.....	7	3	4	9
Salada.....	5	3	2	5	Vanilla.....	7	1	6	7
All Others (9 brands).....	12	4	8	12	Peanut Butter.....	6	4	2	6
Don't Know.....	4	..	4	4	Chocolate.....	5	2	3	5
Total.....	75	46	29	76	All Others (25 items).....	44	18	26	53

BALTIMORE INSTITUTIONS:



WFBR has always shown a keen, "home-town" interest in local events—it has won acceptance by Baltimoreans as a Baltimore institution.

That public acceptance gives more "pull" to your radio advertising when you use WFBR.



NATIONAL REPRESENTATIVE
EDWARD PETRY & COMPANY

When Women Enter Super Markets, Do They Know What Brands They'll Buy?

(Continued from page 18)

Quaker Oats	31	22	53
Dole Juices	29	18	47
Del Monte Vegetables ..	25	22	47
Calumet	26	19	45
Oxydol	40	5	45
Domino Sugar	15	29	44
Post Cereals	30	13	43
Gold Medal	26	17	43
Rinso	35	5	40
Maxwell House	22	16	38
Spry	35	2	37
Miracle Whip	23	13	36
Wonder Bread	13	22	35

Whether these women carry out their intentions as exemplified by the shopping lists, or are switched to other brands by displays, prices, packaging, is another story, a more complicated and expensive story to develop, but one which SALES MANAGEMENT may develop if there is popular demand for a more detailed follow-through on women's buying.

SALES MANAGEMENT

Industrial Advertisers Bid for Business in a Sellers' Market

(Continued from page 40)

and indirectly offers a testimonial supporting selling claims.

Timken Roller Bearing quietly flexes giant new steel muscles before the whole industry under the headline: "Timken Roller Bearing Reports Defense Preparations to Date." Its 1-2-3 copy describes new plants, mills, furnaces, protection. And a closing paragraph promises: "Additional reports on the progress of our defense preparations will be issued from time to time. . . ."

Few industries bask in the continuous limelight that plays upon aircraft—for this is a war for control of the air. Every scrap of information is avidly scanned that tells of doubling, tripling, quadrupling aircraft facilities and output. The international airlines, Pan American and American Export, cater to this fevered interest with a report to American industry on the way in which their modernization-expansion program ties in with the nation's security. The Pratt & Whitney division of United Aircraft asks and answers such timely and absorbing questions as these:

HOW BIG IS THE JOB AHEAD?

During the two fiscal years ending June 30, 1942, Pratt & Whitney is facing the task of producing more aircraft engines than were produced during the first World War by all American manufacturers, including ten in the automotive industry.

CAN IT BE DONE?

We are confident that it can, but the job will not be easy. We must again double our production. We must install more machinery, train five to ten thousand new employees, and increase our operating efficiency still farther. But with the continued cooperation of our employees, subcontractors, and suppliers, we believe that Pratt & Whitney will meet its obligations to the nation.

Pratt & Whitney touches on war-incubated scientific improvements and new discoveries that "ultimately bring important benefits in price and quality to consumers of peacetime goods." Martin whispers that "important technical developments in aircraft design and manufacture are accruing from intensive preparations for national defense." Brewster, riding the same theme, confidently predicts: "When the emergency is over, America will be the better for it." This is the chant of many forward-looking companies, but notably aircraft and tool.

In one satiric piece of copy, Gisholt Machine asks: "What's become of that

loose talk about the Machine Age?" Today, they jeeringly observe, when our American way of living is dependent upon our ability to produce quickly and efficiently, we have ceased to hear the phony "machine age" indictments of pseudo-economists.

While labor strikes are constantly sabotaging our all-out program of war aid, Reynolds Metals shrewdly recognizes the value of publicizing "A Pledge to the U.S.A."—signed by both unions and management—of its resources and facilities "24 hours a day, seven days a week. . . ."

As more and more companies eliminate the weekend blackout, put on extra shifts and step up output—look for an increase in this new form of "tell all" industrial advertising!



Exclusive Genuine Wet
Process Insulators Elim-
inate Electrical Shorts
Permanently.

SIGNS OF LONG LIFE
by **ARTKRAFT**
SIGN CO., LIMA, OHIO



AMERICA'S No. 1 QUALITY
GIFT-PREMIUM PRIZE

Plain or with Firm Insignia, Trade
Mark, Product, Initials, embossed in
color—give a ZIPPO and "be re-
membered more often."
Lights anywhere. Lifetime Guarantee.
Write for PRICE LIST & FOLDER
ZIPPO Mfg. Co., Box 15 Bradford, Pa.

ZIPPO
Windproof LIGHTER

AT THE QUARTER...



Magazine lineage records for the first three months have been published in the advertising journals. These records show Popular Mechanics, at the quarter, far ahead of other magazines appealing to mechanically-minded men.

First in Total Lineage for the first quarter of 1941.

Popular Mechanics 55,202
Magazine No. 2 42,309
Magazine No. 3 25,221

Popular Mechanics led magazine No. 2 by 30.5% and magazine No. 3 by 118.9%

First in Display Advertisers.

Popular Mechanics 395
Magazine No. 2 314
Magazine No. 3 163

Popular Mechanics led magazine No. 2 by 25.8% and magazine No. 3 by 142.3%.

First in Total Display Insertions.

Popular Mechanics 933
Magazine No. 2 747
Magazine No. 3 409

Popular Mechanics led magazine No. 2 by 25.4% and magazine No. 3 by 127.5%.

First in Exclusive Display Accounts.

Popular Mechanics 111
Magazine No. 2 39
Magazine No. 3 17

Popular Mechanics led magazine No. 2 by 184.6% and magazine No. 3 by 552.9%.

First in Classified Advertising.

Popular Mechanics 2620
Magazine No. 2 1528
Magazine No. 3 969

Popular Mechanics led magazine No. 2 by 71.4% and magazine No. 3 by 170.4%.

This five point domination of the field by Popular Mechanics must be due to the results obtained by advertisers.

When you plan advertising for any goods men buy or have a hand in buying—for the second half of 1941—use adequate space in Popular Mechanics, the 25-Cent magazine—first in the mechanical field in lineage, in advertisers, in insertions, in exclusive accounts, in classified.

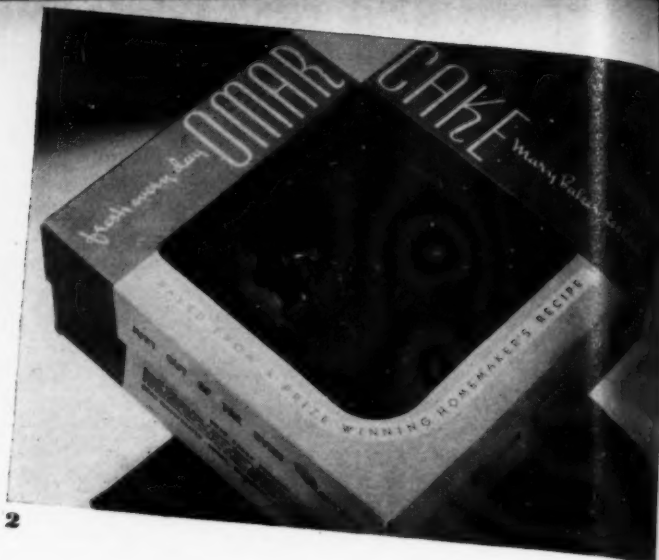
POPULAR MECHANICS

Magazine

200 East Ontario St., Chicago • New York • Detroit • Columbus



1



2

DESIGNING TO SELL

3



1. Allied Asphalt & Mineral Corp., N. Y., has adopted a new container, designed and manufactured by Robert Gair Co., N. Y., for U-Mix-It pulverized asphalt for home use. Broad bands of color were used to attract attention, legible type to identify the product and point out its uses. Perforated opening permits re-closure.

2. To give visibility and protection to its cakes, Omar, Inc., is packaging them in grey, red and white folding window boxes. Transparent material used is Celluloid's Lumarith which, the company claims, will not shrink or stretch; therefore boxes employing it will not warp. Box by Sutherland Paper Co., Kalamazoo, Mich.

3. The new dispenser for Drinkees, Connecticut Paper Products Corp.'s paper cups for home use, is made of Monsanto's rigid transparent plastic, Vue-pak, and fabricated by the Showbox Division of Central States Paper & Bag Co., St. Louis. Dispenser and refills sell through department and gift stores.

4. Seventeen, Inc.'s, new package for North Woods pine spray also contains a pine cone closet sachet. The simulated wood grain wrapping of the box is set off by a deep green label with yellow lettering.

4



5



5. When Columbia-Bedford Corp., Long Island City, N. Y., began distribution of packaged motor oil through retail grocery stores, its problem was to package the product in a container more convenient than the flat top cans in which motorists were accustomed to buying oil. Crown Can Co., Baltimore, developed the container finally adopted, a can easy to open and to empty. No special opener is required, and the cone top of the container acts as a funnel which facilitates pouring the oil into the crankcase.

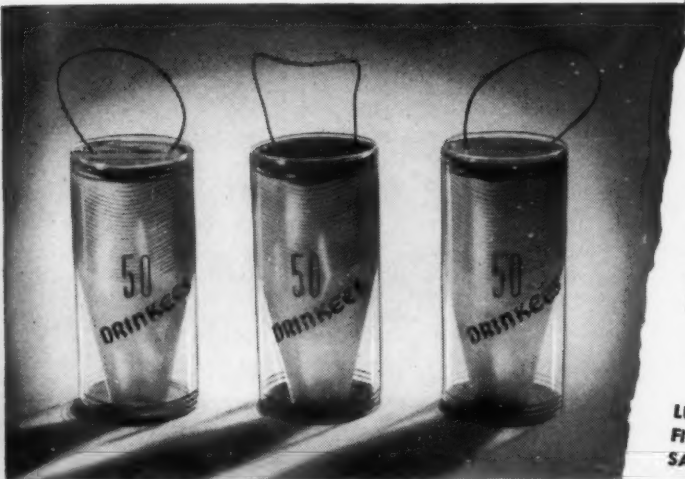
6



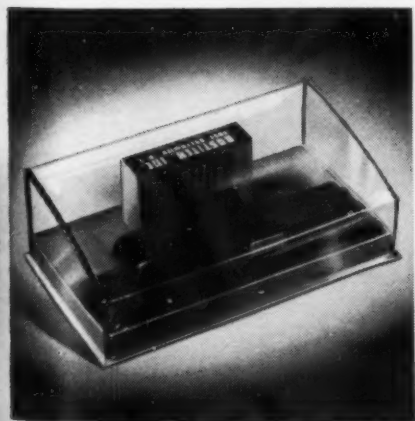
6. The Spare Time Game is designed to appeal to the bowler in his leisure moments. Each of ten cubes has one imprint of a bowling pin, a throw of dice indicating how many pins were knocked down. No pins showing—a strike! Complete set is molded of white bakelite by Raymond Laboratories for Spare Time Game Co., St. Paul.



EYE-STOPPER AND SALES STARTER—Fluorescent Fibestos forms the shelf and curved upright of this display. This Monsanto Plastic has the unique quality of absorbing ultraviolet rays from surrounding daylight or artificial light, so that its edges glow brilliantly with a neon-like quality...automatically attracting attention to this display on crowded drug store counters. *Top Award for Counter Displays, Manufacturer, Abbott Laboratories; Designer, Edward Blechta, Magill Weinsheimer Company; Fabricators, Colonial Kolonite Company; Processors, Magill Weinsheimer.*



OPENED A NEW MARKET—Long familiar around the office water cooler but hitherto strangers to the home, Drinkee sanitary paper cups now hang in many a bathroom and kitchen where their containers of clear, rigid Vupak are quickly transformed into handy, low-cost dispensers! *Top Award for Rigid Transparent Containers; Manufacturer, Connecticut Paper Products Company; Designers, E. L. Hurlbut, Knowlton Shaw, Jr., and Lawrence H. M. Vineburgh; Fabricators, the Shaw Box Company.*



HOLIDAY SALES FOR OFFICE ITEM—Staplers are traditionally an office supply item, but this Christmas many a Bostitch stapler was sold as a gift—without a word from holiday-rushed clerks. These individual show-cases of Vupak let the product sell itself! *Honorable Mention for Rigid Transparent Containers. Manufacturer, Bostitch, Incorporated. Designer and Fabricator, the Wallace Paper Box Company.*



GIVES SILENT SALES TALK—At first glance this pan appears to be suspended in mid-air. Actually, it is supported in a slot in a sheet of clear, rigid Vupak. Curiosity, aroused by the "stopper" idea in this display, is converted into buying interest by the obvious and visible selling points of Mirro Sauce Pans. *Top Award, Counter Displays. Manufacturer, Aluminum Goods Mfg. Co.; Designers, Fabricators, W. P. York, Inc.*



PACKAGE HELPS EXPLAIN HIGHER PRICE—These new vitamin A capsules are much more potent—thus more expensive—than others already on the market. But thanks largely to this rich package with a base of molded Resinox, sales doubled advance estimates. *Top Award for Plastic Containers. Manufacturer, Norwich Pharmacal Company; Designer, Frederic S. Grover; Molders, the American Insulator Company.*

SPRINGBOARDS FOR IDEAS!

These Award Winners in Monsanto Plastics and Vupak Suggest Possibilities for You!

Another All-American Packaging Awards Competition! Another array of awards to fabricators, molders and manufacturers, using Monsanto Plastics and Vupak!

Here they are...two packages which literally won new markets for their contents...a display that gets instant attention in a new way on crowded counters...another display that tells a complete selling story with Vupak, the product itself, and less than twenty words...and a plastics package that helped a new product double advance sales estimates!

To the designers and fabricators of these winners—congratulations! To the manufacturers of the winning products—more sales! And to all others interested in sales-winning packages and displays—a suggestion: very possibly one of the versatile family of Monsanto Plastics can help you, too, solve a selling problem! Inquire: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield, Massachusetts. District Offices: New York, Chicago, Detroit, St. Louis, Birmingham, San Francisco, Los Angeles, Montreal.

The Family of Six Monsanto Plastics

(Trade names designate Monsanto's exclusive formulations of these basic plastic materials)

LUSTRON (polystyrene) • OPALON (cast phenolic resin)
FIBESTOS (cellulose acetate) • NITRON (cellulose nitrate)
SAFLEX (vinyl acetal) • RESINOX (phenolic compounds)
Sheets • Rods • Tubes • Castings • Molding Compounds
Vupak Rigid Transparent Packaging Materials

MONSANTO PLASTICS
SERVING INDUSTRY...WHICH SERVES MANKIND



9

10



Heetfield Photo

11



8



7



DESIGNING TO SELL

7. Eddy & Eddy Manufacturing Co., St. Louis, is one of several manufacturers who have adopted R. C. Can Co.'s (same city) new shaker top spice container. A snap lock holds the top closed and sealed, while a flick of the thumb is all that is necessary to open it to shaker or pouring position. When the top is completely open, a full-sized teaspoon may be inserted, the metal sides of the opening leveling the teaspoon on withdrawal.

8. Glass from top to bottom is the new jar recently adopted by Frank Tea & Spice Distributing Co., Cincinnati, for Dove Brand mustard. A spoon goes easily into its wide mouth. The glass container and closure division of Armstrong Cork Co., Lancaster, Pa., is responsible for the design and manufacture of the container.

9. Del Monte coffee, product of California Packing Corp., is also being packaged in glass, Owens-Illinois' Duraglas. In addition to lightweight and durable qualities, the new container boasts "all important transparency which affords housewives the advantages of seeing the grind and how much coffee they have on hand" (See "Packages Women Like—and Dislike; A New Sales Management Survey," SM, Feb. 15, March 1, and March 15.) Owens-Illinois, who designed and produced the containers, reports that there is no price premium on the glass package, that it is being offered comparatively with Del Monte coffee in metal containers.

10. Crosse & Blackwell, Baltimore, has developed a new eight-ounce preserve package (front row of the illustration) for small families. The new container follows the regular size Crosse & Blackwell preserve jar in design as a positive means of identification for the consumer. Jars are supplied by Anchor Hocking Glass Corp., Lancaster, Ohio; the caps by Phoenix Metal Cap Co., Chicago.

11. The Whiskit, being introduced by the Whisk Co., New York, contains everything the housewife needs for removing alcohol, water stains, or scratches from her furniture and for giving it a hard, smooth lustre. L. H. Hartman Co., Inc., Whisk advertising agency, designed the carton which is printed in two colors, mahogany and turquoise. Individual product labels carry the same color scheme to give a family resemblance "important when considering separate purchases of any of the products."

12. Du Pont reports that use of its transparent plastic, Lucite, for the casing of Parker Pen Co.'s (Janesville, Wis.) new fountain pen permits the ink to "dry as it writes," Lucite having that sort of a chemical reaction to ink. All but the tip of the gold tubular point is enclosed within the barrel to keep the point moist and protect both point and feed against damage.

12



HOW TO GET OUT FROM UNDER



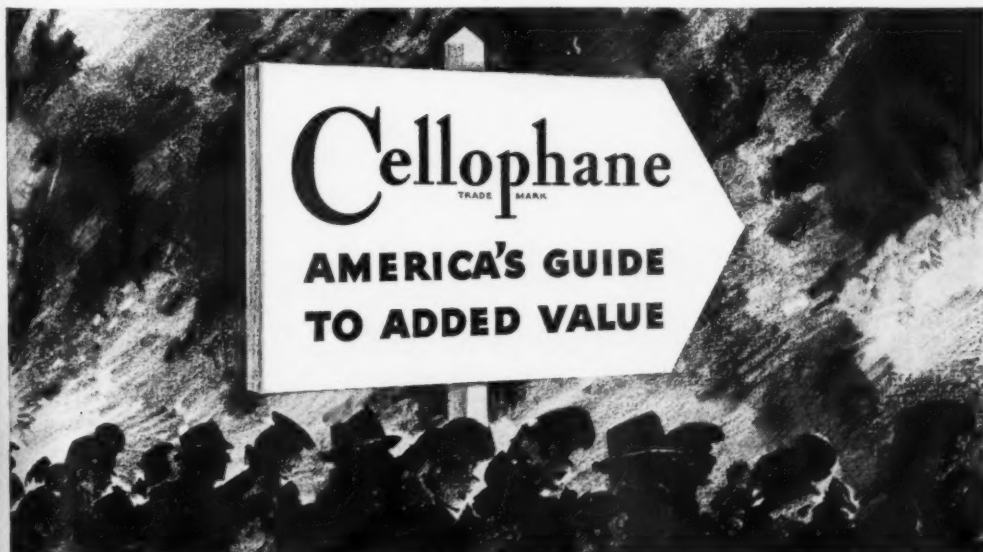
There's no profit in hiding quality under a bushel.

Sales move up when goodness, craftsmanship, and beauty shine brightly where people can *see* them.

90.8% of American Housewives (interviewed in a recent survey) said *they prefer transparent wrapping* on the products they buy in retail stores.

There's a good reason for this enormous preference: "Cellophane" cellulose film helps them daily in their most important job—purchasing agent for the American home. It lets them *see* what they buy. It lets them judge quality with their own eyes. And it *protects* that quality, as well.

That's why millions of shoppers regard "Cellophane" as their *Guide to Added Value*.



YOUR GUIDE TO BIGGER SALES

We can give you facts that prove the selling power of "Cellophane." We can help you design a new package. And we'll be glad to assist you in making a sales test. No obligation. Write: "Cellophane" Division, E. I. du Pont de Nemours & Co. (Inc.), Wilmington, Delaware.



"CELLOPHANE" IS A TRADE-MARK OF E. I. DU PONT DE NEMOURS & CO. (INC.)

Advertising Campaigns

(Continued from page 19)

industry needs a major institutional and public relations job."

Continental Can Co., N. Y., is following this hint. In the first of a series of magazine pages (in *Saturday Evening Post*, May 3) housewives are

advised, "Once the can is opened, just cover it, leave it in the refrigerator, and the contents will keep safely."

Prepared by BBDO agency, N. Y., the ads are "designed to sell the product of a Continental customer indus-

try directly to the consumer. Second, to sell the consumer on the advantages of canned products. Selling more goods for our customers sells more cans for us."

SM hopes that Continental, as well as American Can Co. and the others, will emphasize even more that the phobia about tin poisoning foods after a can is opened is just as outmoded as belief in witches.

Listeners' Choice

Cooperative Analysis of Broadcasting reports that the most popular radio program is still Jack Benny's for *Jell-O* on the NBC Red network. It has a C.A.B. rating of 40.5, though this is a drop from last year's 41.5. Charlie McCarthy's Chase & Sanborn period, also on the NBC Red, is next with 37 points—last year it was 39.1.

"Fibber McGee and Molly" for Johnson's wax is third, 34.8. It is likewise on the Red NBC. Fourth, with 32.1, is the Lux (toilet soap) Radio Theatre on 66 CBS stations. "The Aldrich Family," for *Jell-O* puddings (NBC Red) is fifth with 32 points. A year ago Lux was third, with 30.8, followed by Johnson, 30.5, and Kraft Cheese Co., 29.8.

C. E. Hooper, Inc., differs with the C.A.B. ratings in its April report, ranking the Johnson program first, followed by *Jell-O*, Jergens, Pepsodent, Chase & Sanborn. Take your choice.

Seagram Expands

Seagram-Distillers Corp., N. Y., has widened its advertising to reach almost 50,000,000 people. Over 250 dailies, c-to-c, will carry 300 and 500-line copy and space in color is scheduled for *Collier's*, *Cosmopolitan*, *Liberty*, *Life*, *Newsweek*, *Redbook*, *Time*. Spectaculars and painted outdoor posters are additional.

Brands advertised are Five Crown, Seven Crown, V.O. Canadian whisky, and Ancient Bottle.

The Five Crown ads will continue the "Here's How" theme in which famous sports commentators explain the "how" of sports or games. Headline of the Seven Crown series is "Your seven sip and sample years are over." Happenings of seven years ago (the year of repeal) are pictured and described. V.O., its copy will point out, appeals to all who formerly preferred Scotch, bourbon or rye—"enables you to maintain a one bottle cellar." Ancient Bottle gin copy stresses the "revolutionary" development of its manufacturing methods. Names of streets and places in which the ads appear lends a local touch.

Agency: Ward Wheelock, N. Y.

LEADING USERS OF INDUSTRIAL FILMS SELECT DA-LITE SCREENS

For
"YESTERDAY
TODAY, AND
TOMORROW"

THE DRAMATIC
MOTION PICTURE OF
THE HISTORY OF
FOOD PRESERVATION
SINCE THE DAYS
OF NAPOLEON



H. J. HEINZ COMPANY
USES **DA-LITE** CHALLENGER
SCREENS
Reg. U. S. Pat. Off.

Produced in Hollywood by Wilding Picture Productions, Inc., "Yesterday, Today and Tomorrow" portrays the story of food preservation over a period of 127 years—from the early experiments of Nicholas Appert (shown above) up to the modern methods now used by the H. J. Heinz Company in packing its famous 57 Varieties.

To assure perfect projection, in showing this film, *Da-Lite Challenger Screens* are being used on a large scale. *Da-Lite's* long experience in making projection screens is ample assurance of the right light reflective characteristics for sharp, brilliant pictures. Ask your film producer about the Challenger and other *Da-Lite Screens*! Write today for new literature containing NEW LOW PRICES on many sizes!

DA-LITE SCREEN COMPANY, INC.

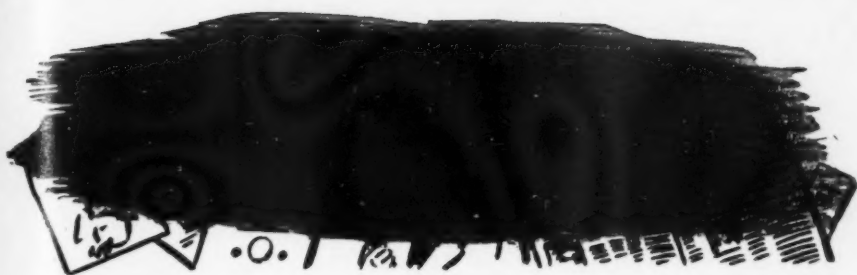
Dept. 55, 2723 North Crawford Avenue, Chicago, Illinois

MONTREAL
TORONTO
WINNIPEG

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER



Millions of Myrtles

"You may, and probably do, have a bale of facts and figures covering everything about Myrtle except her heart."

Thus read the preface to a little book, "Of Human Hearts and Handbags—and Prejudice," which Fawcett Women's Group issued to advertisers and agencies in September, 1939.

Fawcett has done two other "Myrtle" books since then: "The Case of Myrtle's Handbag," in March, 1940, and, recently, "Myrtle Speaks."

Although published for one of the movie-and-romance magazine groups, "Myrtle" is working for all of them. The series gives advertisers an insight into the life and desires of a naive, not-too-prosperous but very hopeful young woman who, in big cities and small, can be multiplied millions of times across the country.

Many advertising executives commend Fawcett Publications, Inc., for bringing "Myrtle" so clearly into their ken, as a psychological as well as an economic phenomenon.

Many Myrtles Make Markets

Fawcett Publications, Inc., know that "Myrtle" as a market is worth selling. But even some of the advertisers who agreed have been slow to discover her mental make-up, her problems and urges. Out of sight, out of mind. . . . Advertisers, Fawcett felt, have been too inclined to schedule publications which they, or their wives, read. And there are still plenty of them who would not be found dead with *True Confessions*.

But, as Fawcett explained in its reference to "prejudices" in the first Myrtle book, "it is an expensive luxury" to make one's publication list "with any other thought in mind than that it should comprise the magazines that reach and influence the people whose dollars keep you in business."

Executives of such large concerns as American Tobacco and Liggett & Myers, Cream of Wheat and Libby, McNeil & Libby, International Silver and Oneida, Ltd., International Cellucotton and Johnson & Johnson, Metro-Goldwyn-Mayer and Paramount, Bristol-Myers and McKesson & Robbins, Greyhound Bus and Union Pacific—to mention a few among hundreds in Fawcett Women's Group this year—apparently cannot afford this luxury. They appeal to the millions of Myrtles, with their billions of buying power, regularly.

Of the six books in Fawcett Women's Group, two—*True Confessions* and *Romantic Story*—are devoted, first person singular, to What to Do When Things Get All Balled Up. Myrtle has her troubles. Her individual troubles are reproduced in the multitude of Myrtles usually by a background that is none too broad and an income none too large. She is young. There are so many things that she wants to do and buy. She wants love. Even when she is married—as two-thirds of readers of this group are—her man (and his relatives) probably aren't able to provide all the essentials of happiness.

Four of the books are *Motion Picture, Movie Story, Hollywood and Screen Life*.

Why so much about the movies? Because, as Fawcett explains, they "furnish vicarious romance and thrills to millions upon millions of women—wives who seek to recapture that which is gone—unmarried girls who yearn for that which they have never been able to achieve.

"The movies become their chief means of escape from the harshness or monotony or barrenness of life. They go two, three, four or more times a week. . . . And, of course, they know plenty about the lives and doings of the stars.



"Myrtle's Handbag," the second of the promotional series, was done in detective-story form, as "a study in deduction for advertising men." Among the agglomeration of things which the analysts found in Myrtle's \$1.98 bag were movie ticket stubs . . .

There were two bills and five coins amounting to \$2.90, the average money spendable per shopping day by the woman of any American family making \$3,000 a year or less. . . . There were a very small vial of a perfume that costs \$10 an ounce . . . lipstick, compact, tube of face cream, cleansing tissues . . . keys indicating a low-rent home, a five-year-old car . . . a shopping list showing that she is the mother of a child at the strained-vegetable stage . . . receipt for a payment on a vacuum cleaner.

Myrtle had written "Old Dutch" for "cleanser," "Jell-O" for "gelatin," "Luckies" for "cigarettes" . . . she is changeable in many things—likes to move the furniture around and gaze on a new man—but, Fawcett thinks, she has brand-loyalty. This isn't an "obligation" with her . . . "It's a trait, partly of inertia, partly of straightforwardness that accepts honest value and honest merchandise at their face value."

Then there was a letter which Myrtle had written to Dr. Valeria Hopkins Parker, problems adviser of Fawcett Women's Group. Myrtle loves her husband, but his work takes him away from home a lot. At such times, "it seems that I always get mixed up with some man . . ."

In "Myrtle Speaks," latest of the series, we see her home, alone and lonely. She pauses in the midst of the morning picking-up, attracted by a movie magazine. She is

answering to her own satisfaction the question, "Is Reginald de Monteville really a woman-hater?" when the telephone rings.

The next page of "Myrtle Speaks" contains a photograph record. From it, on his own phonograph, the advertising executive may hear with his own ears of the temptation which confronts lonely Myrtle. At the risk of spoiling the plot for you SM must say that—because of what happened to another girl in a similar situation, as Myrtle had read in a confession magazine—she refuses to yield to it.

For in spite of temptations, Myrtle is at heart a good girl.

She and her family also are a good market. Collectively, says Fawcett Women's Group, they "constitute the overwhelming bulk of America's urban population . . . own most of its motor cars . . . spend two-thirds of all that America spends."

Myrtle's average age—as a reader of this group—is 26.4 years. Sixty-four and two-tenth per cent of the Myrtles are married; about half of their husbands are in skilled or unskilled labor; their family income is \$2,100; more live in cities of over 500,000 than in cities of 100,000, 500,000, and the proportion becomes less in smaller communities. The Myrtles last year bought 97.5% of their copies of Fawcett Women's Group at newsstands.

Currently, in fact, the newsstand circulation alone is more than enough to meet the circulation guarantee on all six books in this group. In the first quarter of 1941, this proportion was 98.1. Estimated total circulation for the first half of 1941 is 2,465,000, against 2,265,000 in the first half of 1940.

"Newsstand" with this group means single-copy sales through various types of retail outlets. About 1,000,000 of the total, for example, is sold through drug stores, about 180,000 through syndicate stores . . .

Fawcett distributes monthly a "How to Sell" bulletin to 15,000 retail druggists and a "What to Sell" bulletin to 2,800 units of syndicate chains. Both help advertisers in the group to get their merchandise sold.

The largest advertising classifications at present are drugs, toilet goods, fashions and movies. (J. Walter Thompson and Young & Rubicam lead the list of agencies in point of space bought.) But advertisers in other classifications are recognizing them more.

Fawcett Women's Group was formed in 1932. By 1935 its advertising volume had risen to \$870,644. In 1940 it moved up to \$1,496,641. This year probably it will reach a new high mark. The dollar volume progress has been made despite a low rate—currently only \$1.79 a page a thousand circulation. Ninety per cent of advertisers now use all six books.

Despite prejudices, it seems, Myrtle is beginning to be recognized.

Newspapers Report Progress

"National newspaper advertising for 1940 showed a substantial gain over the previous year, which in turn, was ahead of 1938," Edwin S. Friendly, chairman, committee in charge of the Bureau of Advertising, American Newspaper Publishers Association, told members of the association in the bureau's 28th annual report delivered at the ANPA convention in New York. Mr. Friendly is business manager of the *New York Sun*.

"These gains," he pointed out, "came chiefly from the accounts on which the most persistent work was done by the bureau's staff."

From 1930 through 1938, "national advertising volume in newspapers declined.

Orlando, Florida

Is Not The
Biggest, But It
Is the Most
Vital Market
For Its Size
In The
Whole U. S. A.

The Sentinel-Star
THEIS & SIMPSON
369 Lexington Ave., N. Y.

WHERE GOOD FELLOWS GET TOGETHER in Los Angeles

• "Host of the Coast," called the convention hotel of the West. A 1500 room institution with an earned reputation for congenial hospitality and flawless service no matter the occasion.

• With a score of meeting rooms seating 12 to 1200, the West's largest hotel ball-room, six cafes . . . and all under the one roof, in the center of the theatre and shopping district. Surely you'll plan your stay in California at —

Biltmore HOTEL
LOS ANGELES

In 1939, the first year of the bureau's new sales, research and promotion programs, this trend was changed to a gain of 2.1%. In 1940, newspaper national lineage rose 5.9% over 1939. These figures are based on Media Records' analyses of all newspapers published in places of more than 10,000 population.

The bureau's primary solicitation list, Mr. Friendly said, "consists of 235 national advertisers who represent 64% of total expenditures, and 32 leading advertising agencies, estimated to place 70% of national billings." This primary prospect list showed a net gain in newspaper advertising of \$5,807,793. "Offsetting this was a loss on other accounts of \$2,659,366, making a net gain for the year of \$3,148,427.

"In 1940 the bureau's primary list showed a further gain of \$4,979,764, while other accounts added \$3,997,557. . . . National newspaper advertising in 1940 was \$12,125,748 ahead of 1938."

In the six largest classifications, for the two-year period, there were gains of 55.1% in automotive, 16.7 in alcoholic beverages, 10.3 in groceries, 3.1 in toilet requisites, and losses of 8.1 in medical, and of 28.2 in tobacco products.

On April 1, 1941, the bureau's membership was 608. Of the ANPA membership of 460, 349 are members of the bureau.

Newspaper News

Newspapers could render advertising a service by making a cooperative effort to provide detailed data on defense spending in individual markets, James M. Wallace, vice-president of N. W. Ayer & Son, told the National Newspaper Promotion Association at its convention in New York. He urged "a uniform procedure, a uniform report, and a clearing committee to distribute the information."

* * *

Carmage Walls, formerly secretary and treasurer, is elected general manager of the Macon (Ga.) *Telegraph* and *Macon News*. Jack Tarver is appointed editor and Walton Clifton assistant advertising manager of the papers.



NNPA's new president, John Stafford.

Stafford Heads NNPA

John Stafford, Rockford, Ill., *Morning Star*, was elected president of the National Newspaper Promotion Association at its annual convention in New York, to succeed Bradford Wyckoff, Troy, N. Y., *Record*.

Other officers elected were Leslie Davis, *Wall Street Journal*, vice-president; Russell L. Simmons, *Cleveland Press*, secretary, and Jacques Caldwell, Port Huron, Mich., *Times-Herald*, treasurer.

Directors chosen were Mr. Wyckoff;

Ramon S. Cram, *Columbus Dispatch*; Budd Gore, *Chicago Daily News*, and Elsa Lang, *New York Herald Tribune*.



Howard O. Peterson, promotion manager, Station WOW, chairman of the NAB promotion exhibit committee.

Radio Promotion Awards

Honorary awards to best entries in each of seven classifications will be made to stations in a promotion exhibit to be held in St. Louis in conjunction with the NAB convention. These are publication advertising; direct mail; news, special events, public service programs; promotions backed by stations, such as food shows, etc.; program presentations; house organs, and special activities, including movies, displays, etc.

"In addition to these original classifications," said Howard O. Peterson, promotion manager of Station WOW, Omaha, chairman of the promotion exhibit committee, "we expect to have a premium exhibit. This will consist of 100 or more premiums used on national network programs and a representative group used on independent stations."

SALES MANAGEMENT will give an award in the trade paper field.

Between 300 and 500 stations are expected to be represented at the NAB convention.

Other members of the NAB promotion exhibit committee are M. F. Allison, WLW, Cincinnati; Souard Johnson, KMOX, St. Louis, and Robert Sampson, KWK, St. Louis.

Radio News

To develop greater "public understanding" of the place of broadcasting in the nation's life, National Association of Broadcasters, in annual convention in St. Louis, May 12-15, will consider a plan to be submitted by a special committee headed by Edward Klauber, executive vice-president of CBS.

A fund of perhaps \$500,000 would be raised by assessment on stations and networks. Paid advertising in several media would be involved, probably starting in the fall.

Others on this committee are Neville Miller, NAB president; Frank E. Mullen of NBC; A. H. Kirchhofer, WBEN-WEBR, Buffalo; Major Edney Ridge, WBIG, Greensboro; C. T. Hagman, WTCN, St. Paul-Minneapolis; Gardner Cowles Jr., Iowa Broadcasting Co.

* * *

Gross income from sale of facilities, talent, lines, records, etc., of CBS and subsidiaries in 1941's first quarter was \$14,685,767, an increase of 14% from the same period of 1940.

* * *

WCAE, Pittsburgh; WFBR, Baltimore, and WGR, Buffalo, will join Mutual Broadcasting System on October 1, and WNAC, Boston, and WEAN, Providence, will switch to Mutual in June, 1942. Each of the stations has 5,000 watts power and has been operating since 1922.

SALES MANAGEMENT

NBC Red network releases new Effective Coverage Area maps to advertisers and agencies. . . . The radio committee of Association of National Advertisers, meeting in New York April 17, discussed the "seemingly growing practice of the sale of station-break announcements, particularly before and after those programs which do the most to build listening audiences."

Newspaper publishers who also own and operate radio stations have decided to raise a fund of \$200,000 to be used in part to present their case before the Federal Communications Commission. Mark Ethridge, Louisville *Courier-Journal*, is chairman.



Mutual's Robert A. Schmid . . . exchanged the crying towel for the rake.

Robert A. Schmid, Mutual's director of advertising and promotion, was presented with the "Award of the Rake" at a meeting of Advertising Club of New York on April 24. The award is conferred annually on ten young men, 30 or under, who have "exchanged the crying towel for the rake and scratched for their own opportunities."

Magazine News

"New" money is buying no \$20 silk shirt today," *True Story* points out in a study on "Work—By-product of Defense." It is going, first of all, to pay back bills. But 52.6% of the makers of "new money" say that they are buying house furnishings; 64.1% clothing; 27.4 electrical equipment, and substantial numbers, toilet goods, medical and drug products.

The *Saturday Evening Post*-Life lineage race continues close. The *Post* was slightly ahead for the first quarter, *Life* slightly ahead for March. There's also an interesting third-place battle among the weeklies between *Collier's* and *Time*, with *Time* ahead for the quarter, *Collier's* for March. *Business Week* is climbing close to the *New Yorker*, for fifth.

Another store-distributed magazine, *Western Woman*, published by Western Woman Publishing Co., Los Angeles, and sponsored by 620 independent Certified Grocers in Southern California, will appear June 12, with guaranteed circulation of 330,000. "Standard brands" will be emphasized. Clayton Whiteman is general manager of Certified Grocers of California, Ltd. Ruth Waterbury is editor.

Sport Publishing Co., New York, will introduce in November *Sport Spectator*, devoted to indoor and outdoor sports, sports-wear and equipment, with expected initial circulation of 100,000.

A. J. Russell Jr., becomes retail advertising manager of the *New Yorker*. . . . W. E. Simler, from Crowell-Collier, becomes vice-president of U. S. Camera Publishing Corp., New York. . . . Bailus P.

McKee, from *The American Weekly*, joins the Cleveland advertising staff of *News-week*.

Ladies' Home Journal reports an 18½% advertising revenue gain in the first quarter—more than half of it from food advertising. . . . *Prairie Farmer* will sponsor the 1941 National Corn Husking Contest in La Salle County, Illinois, next November, and will publish a centennial corn husking issue on October 18. . . . *Household Magazine*, analyzing a survey of mass transportation by Automobile Manufacturers Association, reports that 11,700,000 people in 2,125 towns and cities from 2,500 to 25,000 population "depend entirely on private cars for transportation."

May issue of *Golf* carried 100% more advertising than the parallel issue of 1940.

Business Paper News

Associated Publishers Corp., Chicago, presents this month the *War Defense Sub-Contractor*, a tabloid, listing factory facilities of available sub-contractors, to original contractors and Government purchasing agencies. . . . *Plant-Production Directory*, associated with Conover-Mast Corp., distributes its first 1941 edition. A second will follow in September. . . . Harry J. Schnell, New York, buys *Oil, Paint and Drug Reporter*. *Green Book Buyers Directory* and *National Painters Magazine*, and forms Schnell Publishing Co., Inc., for them.

The Iron Age printed 1,368 advertising pages in the first quarter, 23.4% more than in the same period of 1940.

W. E. Irish is elected vice-president in charge of editorial work for *Industrial Equipment News* division of Thomas Publishing Co., New York. . . . William T. Allen, former sales manager, prescription ware division, Owens-Illinois Glass Co., joins Topics Publishing Co., New York, as assistant to Aglar Cook, publisher.

Mail Order Journal, Chicago, purchased by John C. Gerstner, is now published in New York. . . . *Sales Scrap Book Magazine*, New York, changes its name to *Modern Selling*. . . . *Signs of the Times*, Cincinnati, will publish a 35th anniversary issue in May.

"100 Best Posters"

Outdoor Advertising, Inc., published "100 Best Posters of 1940," selected from designs displayed at the eleventh annual Exhibition of Outdoor Advertising Art, held in Chicago last November. The book is intended to "improve the caliber of outdoor advertising art" and to "inspire national advertisers to take more pride in their outdoor copy."

DMAA Dates Changed

Dates for the annual convention of Direct Mail Advertising Association, at Montreal, have been changed to October 8-10.

Present Talk-A-Vision

Talk-A-Vision, Inc., New York, presents a new automatic movie machine with sound, developed after five years of research and experiment. Within six months, the corporation predicts, Talk-A-Vision machines will be operating in 200 department stores in the metropolitan area and surrounding states. One recently was tested for a week at R. H. Macy & Co., with advertising slides used between regular movie entertainment.

**"TOP OF THE MARK"
COCKTAIL LOUNGE**

Stars all about! A meteoric shower of lights crowning San Francisco's twenty-seven hills below! In all the world, no other such view as seen through the Mark's windows in the sky. Nowhere gayer people in gayer setting.

Dining, dancing, living . . . no human habitation looks on such a pleasure exposure as the Mark with its sky location, as air-minded moderns agree. Four minutes from the city's center.

Rates from \$5 per Day
Garage in Building

GEORGE D. SMITH, Gen. Manager

SAN FRANCISCO Hotel MARK HOPKINS

Los Angeles: G. W. FAWCETT, 510 W. Sixth St.
Chicago: G. W. FAWCETT, 333 N. Michigan Blvd.
New York: R. F. WARNER, 11 W. 42nd Street



Field Agents

The guns of World War No. 1 had hardly been stilled when two young fellows from small towns met by chance. One was trying to solve the problem of existence as a commercial artist, the other as a salesman of lithography. Because their two fields overlapped they became friends; because they discovered shortly that they had one idea in common, they became partners.

The idea was that working together they would develop an advertising agency service, based on markets and people—a service which would provide as its point of difference an "in the field" knowledge of markets. So they obtained a map and located, one by one, individual units of a network of agency offices which is now one of the most extensive in the U. S. That was in 1920 in Fresno, California. At first the accounts of this new agency were confined to Fresno, the metropolis of the San Joaquin Valley, but ever in the minds of these two young men in those early days were the many markets beyond the San Joaquin Valley. Their first account was Henry Dermers' men's furnishing house. Then came a local real estate operator, and after that, Sierra Ice Cream. They were on their way!

The young fellows were W. C. Beaumont, born down in Kentucky, and H. A. Hohman, from far up in Minnesota. A few months ago, they opened their twelfth agency office in New York. The map of operations so carefully developed in 1920 was complete. Under the name of Beaumont and Hohman, Inc., they have established offices in Chicago, Cleveland, Omaha, Kansas City, Atlanta, Los Angeles, San Francisco, Dallas, Seattle, Portland and Charleston, W. Va. They handle and guide about 85 local, territorial and national accounts. Those accounts represent 24 diversified markets, including bus, steamship and air lines, airplane manufacturers, foods, beverages, heating and air conditioning, hotels, resorts and tourist organizations, electrical appliances, household equipment, women's apparel, soap and cleansers, insurance and investment houses, poultry feeds, farm and industrial machinery. Among their largest accounts in point of appropriations are Greyhound Lines—the only transportation system that blankets America—and T.W.A., one of the country's major air lines.

Fortune smiled on Beaumont and Hohman first in the transportation field. Early in their association, they had decided transportation was one field they would endeavor to explore. They saw an expanding business in travel over land, sea and air. They saw an industry on the up-grade, and that foresight, perhaps as much as fortune, was responsible for their entrance into transportation advertising. The first ac-



Beaumont



Hohman

count in that field was Anchor Stage Lines, made up of a loosely knit group of 10 or 12 small bus operators working in the San Joaquin Valley. The total appropriation was \$10,000.

Business thrived and in 1925 they added the Pickwick Bus account. That was the first step the agency took toward national advertising agency service. Pickwick was then operating up and down the Coast between San Diego and San Francisco. To service Pickwick better, they opened offices in Los Angeles. In the years that followed, Pickwick was looming big in the West and Greyhound was mushrooming in the East. Pickwick got as far East as Kansas City in 1927 and Greyhound met it there that same year. Beaumont and Hohman opened Kansas City offices in 1927—and in 1930, because of their recognized success in the bus advertising field, acquired the entire Greyhound account. They have served it ever since. Today they handle bus line appropriations totaling about \$2,000,000 annually. On their books now, aside from Greyhound, are the accounts of the Union Pacific Stages, Omaha; Florida Motor Lines, Jacksonville; Crown Coach Co., Joplin, Mo.; Washington Motor Coaches and North Coast Transportation Co., Seattle; and more than half a dozen others.

Soon other transportation companies were attracted by the special technique employed by Beaumont and Hohman in the transportation field. Alaska Steamship Lines next went to Beaumont and Hohman. For eight years they have been building traffic for this company, coordinating advertising with the work of the traffic department. As a result of this coordinated effort, Alaska Steamship Lines now carry full capacity tourist travel. Beaumont and Hohman's first air line account, Delta Air Lines, came to them in 1935. Then came Mid-Continent Airlines. Later, in the transcontinental field, came T.W.A. Stratoliner service was added soon after the agency took the account and this step forward in the field of aviation was a "natural" for promotion. The agency also serves Boeing Aircraft Co., Seattle, builders of Stratoliners and Flying Fortresses; its subsidiary, Stearman Aircraft Co., Wichita, producers of military training aircraft; and Continental Air Lines, Denver.

Although Beaumont and Hohman may be considered among the pioneers in transportation advertising, the agency even in the beginning developed in other fields. In the early days, the ground-work for advertising and merchandising in the food field was laid, beginning with a unique promotion of food products up and down the San Joaquin Valley. They wanted those foods to move in the Valley. To make sure of results, the agency acquired a fleet of light trucks. This was a pioneering experiment in a store-door delivery service. Within three years they were servicing 1,100 stores in many communities, with a representative line of food products and beverages. The plan was not promoted for profit, but was used as a laboratory to develop data on how to make goods move from shelf to consumer. Once the formula was found successful, the physical assets of the company were sold to other interests.

Another example of the thirst for intimate knowledge in all advertising fields was the agency's entrance into radio. Three stations were operated on the West Coast—KGB, San Diego; KTAB, Oakland; KTM, Los Angeles. The stations were operated for Pickwick Stages. That venture provided experience in radio selling, programming, and production. Again Beaumont and Hohman became part of an expanding industry. It laid a sound foundation for the agency's knowledge of radio today.

"Those were busy and exciting years," Mr. Hohman says, reminiscently. "Busy because we were constantly examining the new fields advertising then offered us—and exciting because of the uncertainty attached to every pioneering effort. But we had luck and just plugged along on roads, many of which had never been traveled before. For example, in the field of transportation, we early had the idea that the main thing to do was to sell people places to go, tell them how to get there and to show the economy and convenience of a better way. We sold romance in travel, excitement, joy, pleasure. Evolution was coming fast in travel at that time and we were fortunate to get into the midst of it. We tried to look into the future so as to gear ourselves along with the rapidly expanding field."

And growth did come rapidly in the bus field. From a small beginning, the Greyhound System now has 18 separate operating companies, individually managed, but working under a single policy. Beaumont and Hohman offices are maintained close at hand to each individual operating management. That was a part of the early plan of the agency—the establishment of an extensive national service and an intensive local service.



WCKY THE L. B. WILSON STATION

CINCINNATI • 50,000 watts • CBS

Ask your Agency to ask the Colonel!

FREE & PETERS, Inc., National Representatives

National advertising in magazines is employed to merchandise Greyhound from an institutional standpoint. That's an over-all job. Newspapers are used for specific local sales effort. The national campaign is co-operative and is participated in by all Greyhound Lines. Newspaper display space is purchased individually by the various Greyhound units and is prepared locally to fit local situations by the local Beaumont and Hohman Agency.

Mr. Hohman is in charge of the eastern division of the agency with headquarters in Chicago. Mr. Beaumont, with headquarters in San Francisco, has the western division.

Men & Jobs

Douglas W. Coutlee, Jr., has been named head of the recently established industrial and trade paper department of Charles W. Hoyt Co., New York.

Benton & Bowles, New York, has announced the appointment of Robert W. Tannehill as a member of the research department in charge of product marketing and merchandising. Mr. Tannehill resigns from McCann-Erickson to join B & B.

H. L. Fisher, for 13 years vice-president of Rickard & Co., Inc., New York, has been elected president of the agency, succeeding James R. White who has joined Clover Manufacturing Co. as director of sales. Mr. Fisher joined the agency 22 years ago.

Lynn Baker Co., New York, has announced the appointment of Shelton Weeks, former sales and advertising manager of Lion Brewery Co. and before that with J. Walter Thompson Co., as an account representative of the agency.

Harry H. Scott is withdrawing from partnership in Scott-Telander Advertising Agency, Milwaukee, to join the new Milwaukee office of J. Stirling Getchell as account executive for the Wadham's division of Socony-Vacuum, an account which Getchell will service, effective June 1. Paul V. Carpenter who has represented Getchell on the Allis-Chalmers Manufacturing Co. account in Milwaukee for several years will take on additional duties in the Milwaukee office.

John V. Tarleton has been elected president of J. Stirling Getchell, Inc., and Paul Hollister vice-president; and through the purchase of the common stock holdings of the late J. Stirling Getchell from his estate, management and control of the agency are now vested in the principals. Mr. Tarleton has been a vice-president of the agency since its founding in 1931, and was associated before that time with J. Walter Thompson Co. and Lennen & Mitchell. Mr. Hollister, former executive vice-president of R. H. Macy & Co., and a vice-president of Batten, Barton, Durstine & Osborn, joined the agency last year.

Accounts

During April the following account changes took place:

Comet Rice Mills, Beaumont, Texas, to *Leche & Leche, Inc.*, Dallas, effective July 1. Textileather Corp., Toledo, to *Sterling Beeson, Inc.*, same city.

Vitaplex, a new liquid vitamin concentrate to be distributed by Shaler Food products Co., to *Lord & Thomas*, Los Angeles.

Stromberg-Carlson Manufacturing Co., Rochester, N. Y., to *McCann-Erickson*, New York.

Ivory Snow, product of Procter & Gamble, to *Benton & Bowles, Inc.*, in keeping "with a company policy established several years ago of not having competing brands handled by the same agency," effective July 1.

Republic Steel Corp.'s product advertising in business and technical publications to *Meldrum & Fewsmith*, Cleveland, in addition to the national advertising which the agency has handled for Republic for 11 years.

Clarence S. Brown & Co., cotton fabrics; Whittaker, Clark & Daniels, Inc., industrial chemicals; and Master Rule Manufacturing Co., metal and wood rules and tapes, to *O. S. Tyson & Co.*, New York.

Pinesbridge Farm, producers of smoked turkey and smoked turkey products; Natural Sugars, Inc., makers of Early Morn molasses; and Naylee Chemical Co., manufacturers of bleaches and soaps, to *Rose-Martin, Inc.*, New York.

Minwax Co., New York, to *R. T. O'Connell*, same city.

W. B. Conner Engineering Corp., manufacturers of Dorex odor absorbers, and Oradent Chemical Co. to *Albert Frank-Guenther Law*, New York.

Shelborne Hotel, Miami Beach, to *J. M. Korn & Co.*, Philadelphia.

Plantsmiths, Ltd., Carmel, Cal., manufacturers of Spoonit, a vitamin B₁ plant food, to *Gerth-Knollin Advertising Agency*, San Francisco.

Musicraft Records, Inc. to *Morton Freund Advertising Agency*, New York.

Sun Valley Togs, Inc., makers of women's sportswear, and Helbros Watch Co. to *Ray-Hirsch Co.*, New York.

Pilot Radio Corp., to *Grey Advertising Agency, Inc.*, N. Y. Radio, newspapers and direct mail will be used.

Hollywood Candy Co., Centralia, Ill., to *Anfenger Advertising Agency*, St. Louis.

S. Augstein & Co., manufacturers of Socony wear for women, to *Morton Freund*, New York.

Case History No. 551

WOULD YOU HIRE THIS MAN?

History Nationally known company, selling printing specialty, interviewed man, age 41, 3 years university education.

Salary Range \$200 to \$600 monthly. Willing to start at \$200.

Problem Should this man, who had a pleasing appearance and seemed qualified as result of interview, be hired as a salesman, with possibility of promotion to District Sales Manager?

Test Scores On a percentile scale, where 100% is the maximum, this man scored the following:

Mental Ability	40%
Vocabulary	53%
Sales Aptitude	75%
Clerical Proficiency	44%
Arithmetic	1%
Social Intelligence	39%

Personality Traits:

Extroversion	3%
Dominance	14%
Self-Confidence	2%
Social Independence	65%

Conclusion From the above information, would you hire this man for the job? If you are interested in what happened, write and ask for details on Case History No. 551. Test the next man before you hire him. Send for free booklet "The Use of Ability and Aptitude Testing in Business."

THE PERSONNEL INSTITUTE


America's Largest Commercial Psychological Testing Laboratory

225 N. Wabash Avenue Chicago, Illinois

INDUSTRIAL DIRECTORY

STATE OF

ILLINOIS



The State Chamber's

official directory of Illinois manufacturers . . . Obtain your copy now . . . **No revision until 1943** . . . \$3.00 to members, \$5.00 to non-members . . . To submit order or secure further details, contact—Research Dept., Illinois Chamber of Commerce, 20 N. Wacker Drive, Chicago.

M. P. Engelstad, Director
Research Department
Illinois Chamber of Commerce
Chicago, Illinois





"HIGH SPOT" HOLYOKE

Month after Month...

Holyoke industrial activity placed this Massachusetts market in Sales Management's High Spot City List for twelve consecutive months,—in fact, every time this feature has been published. MILLIONS OF DOLLARS are flowing in HOLYOKE! \$41,868,000 buying income in 1940! THESE SAME PEOPLE have again increased their buying income \$1,123,670 during the first five months of 1941.

IN THIS CITY MARKET ZONE of 117,174 people, there is ONE LOCAL-NEWS Daily.

HOLYOKE TRANSCRIPT TELEGRAM

NOW OVER 20,000

Serving a market that has averaged over 13% monthly increase in business for one solid year. Leading ALL New England in continuous gains.

Sales Management High-Spot Cities

Every month SALES MANAGEMENT in an Income-Sales index, charts the business progress of 206 large cities. The ones shown in the following columns are those where, in the calendar month following, retail and industrial sales should show the greatest increases. Two index figures are given. The first measures the city's expected change in dollar volume of business as compared with the same month last year, while the second one relates that

city change to the expected national change.

Sales and advertising executives need to know that business next month in City A has an index of 105 or an expected gain of 5%—but they need to know more than that. If a campaign in City A brings an increase of 5% when the nation as a whole is up 9%, it means that City A is *below* par (if the national over-all increase is considered as par).

Suggested uses for this index:

- A guide for your branch and district managers.
- Revising sales quotas.
- Special advertising and promotion drives in spot cities.
- Basis of letters for stimulating salesmen and forestalling their alibis.
- Checking actual performance against potentials.

As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 206 cities. The price is \$1.00 a year.

Preferred Cities-of-the-Month

The following cities are ones where the expected Income-Sales change—for June vs. same period last year—should be a gain of 17% or more. The city's dollar volume of business in June last year equals 100. So widespread is the upturn in business that 195 cities, out of the 206 which SALES MANAGEMENT studies each month, clearly point to a June business which should exceed '40's.

El Paso	148	Battle Creek	121
San Diego	147	Bridgeport	121
Columbus, Ga.	146	Louisville	121
Charlotte	138	Mobile	121
New Bedford	138	Passaic	121
Macon	137	Seattle	121
Portsmouth, Va.	137	Wilmington	121
Norfolk	135	Dayton	120
Columbia, S. C.	133	Hartford	120
Warren	132	Raleigh	120
Jacksonville	129	San Antonio	120
Pittsburgh	129	Chattanooga	119
East St. Louis	128	Chester	119
Little Rock	128	Cheyenne	119
Tacoma	128	Cleveland	119
Rockford	127	Roanoke	119
Memphis	126	Waterbury	119
Ogden	126	Elmira	118
South Bend	126	Greensboro	118
Asheville	125	Greenville	118
Detroit	125	Springfield, O.	118
Newport News	124	Tampa	118
Sheboygan	124	Fall River	117
Springfield, Mo.	124	Hammond	117
Stamford	124	Lansing	117
Baltimore	123	Miami	117
Canton	123	Savannah	117
Charleston, S. C.	123	Toledo	117
Wichita	123	Washington, D. C.	117
Williamsport	123	York	117

Both in High Gear

Detroit and The News

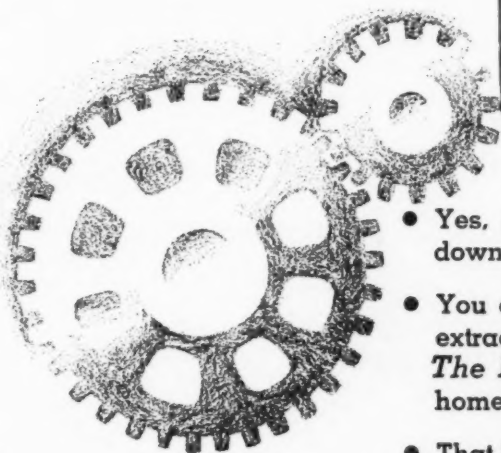


INDUSTRIAL BOX SCORE

Detroit, 1st 3 Months of 1941 Compared with 1940

	1940	1941	Increase
Factory Payrolls* . .	\$168,000,000	\$210,000,000	\$42,000,000 or 25%
Value Bldg. Permits . .	12,362,724	18,996,631	6,633,907 or 53%
Automobile Production .	1,311,045	1,561,000	249,955 or 19%
New Car & Truck Deliveries .	27,791	48,423	20,632 or 74%

*Estimated



- Yes, these are phenomenal gains. Despite temporary shut-downs Detroit still is America's fastest gaining market.
- You can sell goods in volume in Detroit, both because of this extraordinary industrial activity and because one medium — *The Detroit News* — enables you to cover 63.5% of the homes of Detroit taking any newspaper regularly.
- That The News maintains its position in this rapidly increasing Detroit Market is evidenced by the fact that *ALL* circulation records for any six months were broken during the period ending March 31, 1941!

Net Paid Circulation for 6 Months Ending March 31, 1941
WEEKDAYS, 359,053; SUNDAYS, 435,787

Largest A.B.C. Recognized Home Delivered Circulation
of any American Newspaper

The Detroit News

New York: I. A. KLEIN, Inc.

THE HOME NEWSPAPER

Chicago: J. E. LUTZ

We Talk About Results

JUDGE the Norfolk Market not by its billion dollars of defense orders alone, but by its business activity *right now!* 40% GAIN in DEPARTMENT STORE SALES... 142% INCREASE in NAVY'S MONTHLY PAYROLL... BANK DEBITS up 42% —all figures March over a year ago.* That's typical of zooming indices in every field that makes the NORFOLK MARKET tops among scores of humming U. S. Markets.



NORFOLK MARKET
SM Sales Index 17%
better than expected
nation-wide gain in
sales!

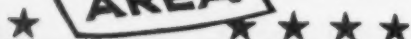
WTAR contacts more listeners in this richest Market than all other stations combined. Why? Because only WTAR carries special local programs cued to the special interests of this nautical area—PLUS the heaviest NBC Red and Blue Network commercial schedules in the entire Southeast—PLUS the authority of over 20 years as the favorite station of this rich market.

COMPLETE NBC RED and BLUE SERVICE

WTAR

**NORFOLK
VIRGINIA**
AMERICA'S No. 1
**SALES
AREA**

*For the complete story on the Norfolk Market call
EDWARD PETRY & CO.
National Representatives
WTAR NOW
5000 WATTS
DAY and NIGHT



Sales Management High-Spot Cities

(Continued from page 70)

Income-Sales Index for All Cities Where Increases Are Expected in June

For June the expected national income-sales gain is 12.4%, or an index number of 112.4.

Example: If a city has a "City Index" of 116, it forecasts a gain of 16% over its own Income-Sales total of June, 1940, but as the nation-wide gain is 12.4%, the "City-National Index" is 103 (116 divided by 112.4 = 103).

	City Index for June	City- National Index for June
New England		
New Bedford	138	123
Stamford	124	110
Bridgeport	121	108
Hartford	120	107
Waterbury	119	106
Fall River	117	104
Worcester	116	103
Boston	114	101
Portland	114	101
Providence	114	101
New Haven	112	100
Burlington	111	99
Springfield	110	98
Holyoke	110	98
Manchester	109	97
Brockton	108	96
Lynn	107	95
Lowell	106	94
Middle Atlantic		
Pittsburgh	129	115
Williamsport	123	109
Passaic	121	108
Chester	119	106
Elmira	118	105
York	117	104
Altoona	116	103
Erie	116	103
Jamestown	114	101
Syracuse	111	99
Wilkes-Barre	111	99
Philadelphia	111	99
Newark	111	99
Norristown	110	98
Reading	110	98
Camden	110	98
Buffalo	110	98
Binghamton	109	97
New York	109	97
Poughkeepsie	109	97
Rochester	109	97
Allentown	108	96
Harrisburg	108	96
Hazleton	107	95
Johnstown	107	95

City
Index
for
June

City-
National
Index
for
June

Middle Atlantic (Cont'd)

Jersey City	107	95
Trenton	106	94
Lancaster	105	93
Utica	101	90
Montclair	100	89

South Atlantic

Columbus, Ga.	146	130
Charlotte	138	123
Portsmouth	137	122
Macon	137	122
Norfolk	135	120
Columbia, S. C.	133	118
Jacksonville	129	115
Asheville	125	111
Newport News	124	110
Baltimore	123	109

Charleston, S. C.	123	109
Wilmington	121	108
Raleigh	120	107
Roanoke	119	106
Tampa	118	105
Greenville	118	105
Greensboro	118	105
Washington, D. C.	117	104
Savannah	117	104
Miami	117	104

Atlanta	112	100
Wheeling	112	100
Charleston, W. Va.	111	99
Richmond	111	99
Lynchburg	110	98
Huntington	110	98
Winston-Salem	110	98
Augusta	110	98
Cumberland	105	93

East North Central

Warren	132	117
East St. Louis	128	114
Rockford	127	113
South Bend	126	112
Detroit	125	111
Sheboygan	124	110
Canton	123	109
Battle Creek	121	108
Dayton	120	107
Cleveland	119	106

Springfield, Ohio	118	105
Hammond	117	104
Lansing	117	104
Toledo	117	104
Akron	116	103
Peoria	116	103
Flint	116	103
Hamilton	115	102
Aurora	115	102
Elgin	115	102

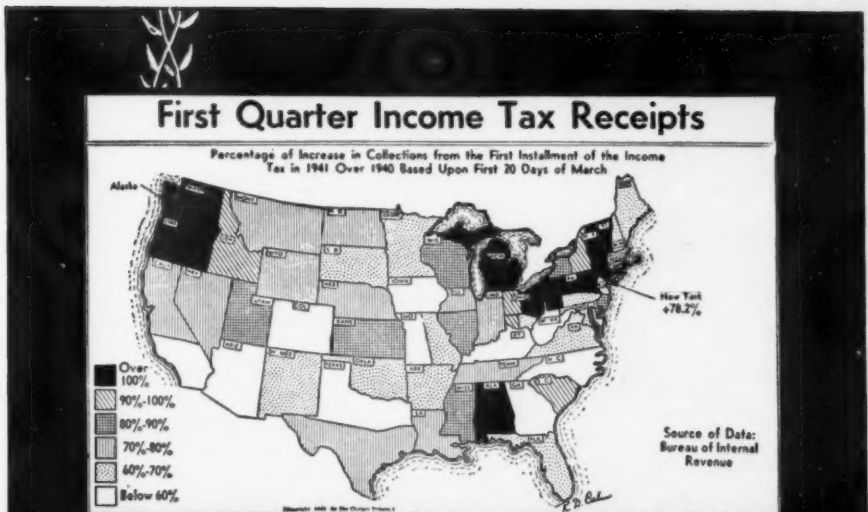
Kalamazoo	114	101
Cincinnati	114	101
Moline-Rock Island	114	101
Jackson, Mich.	114	101
Zanesville	114	101
Superior	112	100
Springfield, Ill.	112	100
Indianapolis	112	100
Gary	112	100
Evansville	112	100

Saginaw	112	100
Decatur	111	99
La Crosse	111	99
Ft. Wayne	111	99
Bay City	110	98
Champaign-Urbana	110	98
Milwaukee	110	98

SALES MANAGEMENT

	City Index for June	City- National Index for June
East North Central (Cont'd)		
Oshkosh	110	98
Quincy	110	98
Lorain	109	97
Danville	109	97
Grand Rapids	109	97
Green Bay	109	97
Manitowoc	109	97
Youngstown	109	97
Lima	107	95
Columbus, Ohio	106	94
Terre Haute	106	94
Chicago	106	94
Steubenville	103	92
East South Central		
Memphis	126	112
Louisville	121	108
Mobile	121	108
Chattanooga	119	106
Birmingham	115	102
Nashville	112	100
Montgomery	108	96
Knoxville	108	96
West North Central		
Springfield, Mo.	124	110
Wichita	123	109
Fargo	112	100
Davenport	112	100
Sioux City	112	100
Waterloo	112	100
Cedar Rapids	111	99
Dubuque	111	99
Kansas City, Kan.	110	98
Sioux Falls	110	98
Omaha	110	98
St. Louis	108	96
Des Moines	107	95
Kansas City, Mo.	107	95
St. Joseph	106	94
Lincoln	101	90
St. Paul	101	90
West South Central		
El Paso	148	132
Little Rock	128	114
San Antonio	120	107
Beaumont	111	99
Houston	110	98
Ft. Worth	110	98
Dallas	109	97
Shreveport	107	95
Austin	107	95
Port Arthur	107	95
Waco	106	94
Wichita Falls	106	94
New Orleans	101	90
Oklahoma City	101	90
Galveston	100	89
Mountain		
Ogden	126	112
Cheyenne	119	106
Albuquerque	115	102
Billings	115	102
Reno	115	102
Tucson	112	100
Denver	109	97
Pueblo	109	97
Salt Lake City	108	96
Boise	107	95
Colorado Springs	106	94
Phoenix	102	91

(Continued on following page)



ALABAMA

Stands Out —Like a Sore Thumb!

No state south of Ohio except Alabama showed an increase of more than 100% in income tax collections for the first 20 days of March compared with a year ago!

This is another proof that pay rolls are hitting new highs in the Birmingham district and Alabama every day!

In addition to actual direct defense orders, the Birmingham area is supplying such industrial necessities as rails, ties, cars, wire, nails, textiles and hundreds of other items that are desperately in demand for the country's rapidly expanding industries.

Sell this market today, and every day, through the one advertising medium that gives complete spending-power coverage—The Birmingham News-Age-Herald.

AND
News-
Age-Herald
Circulation
Is at an
ALL-TIME
HIGH!



The Birmingham News  **THE BIRMINGHAM AGE-HERALD**
"THE SOUTH'S GREATEST NEWSPAPERS"
MORNING • EVENING • SUNDAY • • • OPERATING STATION WSGN
NATIONAL REPRESENTATIVES: KELLY-SMITH COMPANY

MOTORIZED DEMONSTRATOR for Sale

Any firm needing a traveling display room or demonstrator, can pick up a bargain. Streamlined cab and trailer in excellent condition. 80 h.p. International truck, 35-ft. trailer (9 ft. high, 7 ft. wide) with leather cushioned seats. 40 h.p. generator for operating a mechanical display is optional. Inquire Box 776, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

CALLING ALL TRAVELERS!

KEEP YOUR EXPENSES IN

BEACH'S
"Common Sense"
EXPENSE BOOKS

Get them from your
stationer or write to

Beach Publishing Co., Detroit, Mich.
7338 Woodward Avenue



DEFENSE DOLLARS ARE SPENT IN M I A M I

Congressional appropriations for the master airport and the big naval air base at Opa-Locka are putting new funds into circulation in the Miami area and bringing new people with steady year round incomes into this already thriving city. Miami, as the hub of large-scale defense activities in south Florida, is a market more than ever worth cultivating. Reach it through the pages of its leading newspaper, The Miami Herald.

Story, Brooks & Finley, Rep.

The Miami Herald

OVER 90% COVERAGE IN CITY ZONE

LEADING

its closest rival
by 14 points

New Bedford

The **No. 1** City
in New England
with an

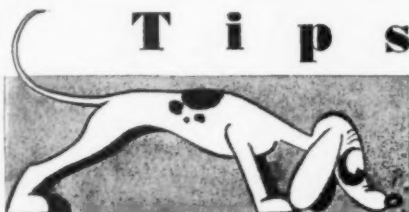
INCOME - SALES INDEX
of 138
for June

according to
SALES MANAGEMENT

Is your product advertised here?

NEW
BEDFORD
Standard Times
and MORNING
MERCURY

	City Index for June	City- National Index for June		City Index for June	City- National Index for June
Pacific			Pacific (Cont'd)		
San Diego	147	131	Pasadena	111	99
Tacoma	128	114	Oakland	110	98
Seattle	121	108	San Bernardino	110	98
Los Angeles	116	103	San Jose	109	97
Fresno	115	102	San Francisco	108	96
Spokane	114	101	Stockton	106	94
Portland	112	100	Sacramento	101	90
Long Beach	112	100			



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

Defense Payrolls—Where and How They Will Be Spent

To help sales and advertising executives determine where the payrolls of defense industry are going, and what this means in the distribution of every-day products, an important study has just been released by True Story—entitled "Work—By-product of Defense." Eschewing the statistics of production, bank clearings and carloadings, the study endeavors to reduce the 83 billions of dollars income predicted for 1941 to a workable sample of people, of families, in selected cities. And by comparison with previous income and purchasing studies (notably 1937 "Magazines and Branded Merchandise"), to show a trend which can be followed by marketing men as the year advances.

In Toledo and South Bend (direct defense centers); Reading and Canton (purveyor centers); and Fort Wayne and Grand Rapids (consumer supply centers), 1,948 personal interviews were made. Investigation was directed to reveal three principal points: (1) What kinds of people are most benefitted, and to what

varying degrees (2) when greater optional spending is possible, what deferred wants and new satisfactions are sought by the varying kinds of families; and (3) how many advertisers most effectively influence these spendings in these cities?

Space forbids more than high-spot summarizing of the interesting results. Significant is the revelation that in Canton, in which a modicum of defense money has been directly allocated, a larger per cent of families are "better off" than in Toledo or South Bend, where hundreds of millions of direct defense dollars are directed. Largest defense center, Toledo, does not show as great an increase in "better off" families as the consumer supply centers, Fort Wayne and Grand Rapids. Significance for advertisers is that campaigns carefully planned to parallel defense expenditures in these cities would appear to find a response out of line with that anticipated. Recommended, a campaign to cover regularly all areas of importance.

As for consumer purchasing, the point most emphasized is that no \$20 silk shirts are in line for this new money. As to what is in line, bar charts which show per cent "better off," and not, also reveal purchasing of wage earner vs. white collar families, for automobiles, auto accessories, electrical equipment, house furnishings, clothing, medical and drugs, toilet goods and miscellaneous. With a recap showing purchasers for these products by four classes of families—upper, upper middle, lower middle, and lower.

In conclusion, the study analyzes magazine reading, including both buyers of magazines and "pass along" readers. Here coverage by 14 leading magazines of all families, of "better off" families, and of families in the six cities surveyed, relate directly to the market problem under investigation.

Requests for the study should go to Herbert Drake, True Story Magazine, 122 East 42nd Street, New York, N. Y.

NEXT STOP ST. LOUIS!

AND MY STOP IS HOTEL **Mayfair**!
TOPS IN FOOD & SERVICE - AND RIGHT DOWNTOWN



ALL ROOMS WITH BATH... RADIO RECEPTION

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance
Must Accompany Order. Classified
Rates: 50c a line of seven words,
minimum \$3.00. No display.

APARTMENT SERVICE

MOVING TO ANOTHER CITY? THIS INTER-
city service locates preferable apartments for
executives. Associates in strategic cities. Without
obligation, submit your detailed requirements. THE
EXECUTIVE BUREAU, 700 Plymouth Bldg., Min-
neapolis, Minn.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000.
This thoroughly organized advertising service of
31 years' recognized standing and reputation, car-
ries on preliminary negotiations for positions of
the caliber indicated above, through a procedure
individualized to each client's personal require-
ments. Several weeks are required to negotiate and
each individual must finance the moderate cost of
his own campaign. Retaining fee protected by re-
fund provision as stipulated in our agreement.
Identity is covered and, if employed, present posi-
tion protected. If your salary has been \$2,500 or
more, send only name and address for details. R.
W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

EXECUTIVES \$2,400 — \$25,000 — This reliable
service, established 1927, conducts confidential ne-
gotiations for high grade men who either seek a
change, or the opportunity of considering one, under
conditions assuring, if employed, full protection to
present position. Send name and address only for
details. JIRA THAYER JENNINGS, DEPT. A,
9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVES! HIGHLY QUALIFIED MEN!

This competent, personnel advertising service
conducts position-securing campaigns involving con-
fidential, nation-wide negotiations with reputable
employers. Identity covered, and if employed, posi-
tion protected. Write

HARRY F. JEPSON & ASSOCIATES
LAND BANK BLDG., KANSAS CITY, MO.

HELP WANTED

EXPERIENCED LITHOGRAPHY SALESMAN
with executive ability for New England. Give com-
plete detailed information of yourself in reply.
Box 773, SALES MANAGEMENT, 420 Lexington Ave.,
New York, N. Y.

LETTER GADGETS

A GOOD LETTER GADGET WILL KEEP
your letters on top of the desk with some chance
of doing business for you. Wastebasket letters can't
talk. Write for illustrated circular. A. MITCHELL,
R-205, 326 N. Michigan Ave., Chicago.

LINES WANTED

STAPLE PRODUCT OR SPECIALITY for in-
troduction or promotion to industrial or retail cus-
tomers wanted by established company covering
greater New York area. Exclusive agency pre-
ferred. Agent commission basis or would purchase
and stock. Highest references. THE ST. GEORGE
CO., 2 Wall Street, New York, N. Y.

MAILING LISTS

SPECIAL MAILING LISTS, CHEMISTS, AC-
countants, Credit Managers, Sales Managers, Traffic
Managers, Export Managers, Purchasing Agents,
Officials of Corporations, High Salaried Executives.
Write RESULTS ADVERTISING CO., MAILING
LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

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Although the editors endeavor to make this list complete and accurate, neces-
sary last-minute revisions may result in occasional omissions or other errors.

POSITIONS WANTED

YOUNG EXECUTIVE

seeks opportunity in grocery field where he has
been active 14 years. Best fitted for promotion
and merchandising. Experience with manufac-
turer, agency and trade association. Well equip-
ped for fact-finding and field work, market
and sales analysis. References on request. Wants
reasonable salary with chance for progress based on
results. Box 777, SALES MANAGEMENT, 420 Lexing-
ton Ave., New York, N. Y.

SALES POWER

Persuasively aggressive, business producing sales ex-
ecutive experienced in industrial, wholesale and
retail dealer sales and advertising, seeks a new out-
let for dynamic sales ability. Age 40: Christian.
competent executive prefers an opportunity where
doing the job and training salesmen is more im-
portant than routine desk work. Write to Philip
Salisbury, General Manager, SALES MANAGEMENT,
420 Lexington Ave., New York, for information
about this executive.

SALES MANAGER FOR HARDWARE MANU-
facturer selling nationally through jobbers and
dealers desires new connection as sales manager,
assistant manager, or branch manager. Ten years
in present position. Advertising, road sales back-
ground. College education. P. O. Box 595, Grand
Rapids, Mich.

SALES JOB WANTED, EITHER INSIDE OR
in field; 5 years' experience with aggressive manu-
facturer as assistant sales manager, supervising all
office detail, 8 road men, export sales; prepared
direct mail, trade paper advertising. Strong jobbing
background general merchandise; over draft age,

POSITIONS WANTED (Cont'd)

Christian, A1 references, moderate compensation,
location immaterial. Box 778, SALES MANAGEMENT,
420 Lexington Ave., New York.

SALES CARTOONS

MERRELL FEATURES specialize in original,
creative cartoons for Sales Contests, Sales Bulletins,
House Organs and Cartoon Advertising Strips.
Send for samples of our "SALES PEPPER-UPPERS"
monthly service. MERRELL FEATURES, 318 W.
Randolph St., Chicago, Ill.

SALES PROMOTION

PHOTOSTAT PRINTS

Photostat reproductions only 10c, letter size; (in
quantities still less).
Strengthen sales promotions with prints of testi-
monial letters, orders, etc.
For office duplication, often costs less than typing
or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836

SALES SHEETS, MANUALS, CHARTS

Reproduced Economically-Efficiently by Laurel's
Improved Offset. No Cuts! No Typesetting! Your
copy's all we need. 500 (8½x11") reproductions
\$2.63; additional hundreds 22c. All Sizes. Re-
quest Complete Price Schedules; Free Descriptive
brochure. Laurel Process, 480 Canal St., N. Y. C.

C O M M E N T

BY RAY BILL



WHY ADVERTISE WHEN OVERSOLD?: No—where have we heard a shorter or a better answer to this question than was given to members of the American Management Association at their New York meeting last week by A. M. Staehle, vice-president, McGraw-Hill Publishing Co., Inc. In his talk Mr. Staehle summarized the most important appeals being used currently in business paper advertising. Then he brought up the question, "Why should we advertise if we are oversold?" By way of reply, he asked two questions.

"Of course some of you may be oversold—now—with respect to immediate deliveries. But how many of you think you have *too many customers and prospects* who thoroughly understand the benefits of your product? . . . How many of you feel that your customers understand your company *too well*?"

Even though you may not be able to advertise goods for immediate delivery, there is little logical basis for the discontinuance of advertising. For the institutional job—the public relations job—is never done. Building good will should be regarded by all business as a *continuing* function. The public forgets. Markets change. New consumers come of age. No matter how intensive an institutional selling job is done by a company over a period of one, or two, or five years, there never comes a time when the management can sit back, dust off its hands, and say "There now! The public likes us, understand us, uses our goods in great quantities. We need do nothing further to seek and hold its confidence!"

Ask yourself the questions propounded by Mr. Staehle. Answer them honestly. And then set a policy which you believe to be in your own best interests.

SUB-CONTRACTING: The present defense-war program of our Federal Government, with regard to sub-contracting presents the rather interesting aspect of involving salesmanship on both sides of the fence. Ordinarily a typical sales transaction involves the seller on the one hand and the buyer on the other, with a fairly dissimilar array of techniques surrounding each end. Now, however, we find the General Electric Co., which has received governmental orders aggregating several hundred million dollars, conducting what might be called a sales campaign to obtain a larger number of qualified sub-

contractors. This effort is being carried out by means of both circular letters and paid advertising in business papers. This certainly constitutes an interesting departure not only from a sales standpoint but also from the angles of helping to preserve widespread *entrepreneurism* in the industrial field and of seeking to leave GE facilities concentrated in a less complete degree upon governmental work. Last but not least, it represents an innovation which should win an award of merit in the field of public relations.

DOMINATING WORLD TRADE: Speaking before the annual banquet of the American Newspaper Publishers Association, C. R. Smith, president of American Airlines, undertook to look into the future in an air-minded way. Few of us, it seems, realize the *tremendous* significance of what is happening in the aeronautical industry chiefly because of the enormous impetus of the defense-war effort. "C.R.," as he is best known in the aeronautical world, points out that in a relatively few years aviation is moving forward to the point that would take 25 years to reach under normal conditions. With speed and more speed the great military objective—with ever larger loads of troops and bombs as the further objective, we are actually witnessing the transformation of transportation.

Speeds of from 300 to 400 miles an hour are removing the word "remote" from the geography of the world. International commerce of the post-war period will sneer at distances and at time as a measurer of distances. Then, too, the "ancient" conception that airplanes only fill a place in the passenger field of transportation will give way to the "modern" realization that airplanes occupy a much bigger role in the field of freight transportation.

To be sure, it will take many business men some time to catch up with this epochal change. Moreover, as Mr. Smith foresees the future of world commerce, dominance on the seas will give place to dominance in the air and in this new world America will start off by far the best-equipped of any nation in the world. This is one result from the defense-war program which is definitely constructive. The sound vision of what the future holds with respect to air transportation also clearly indicates new sales opportunities for enterprising sales executives who plan products by standards of weight and bulk which will fit most successfully into the world-wide markets of the future.

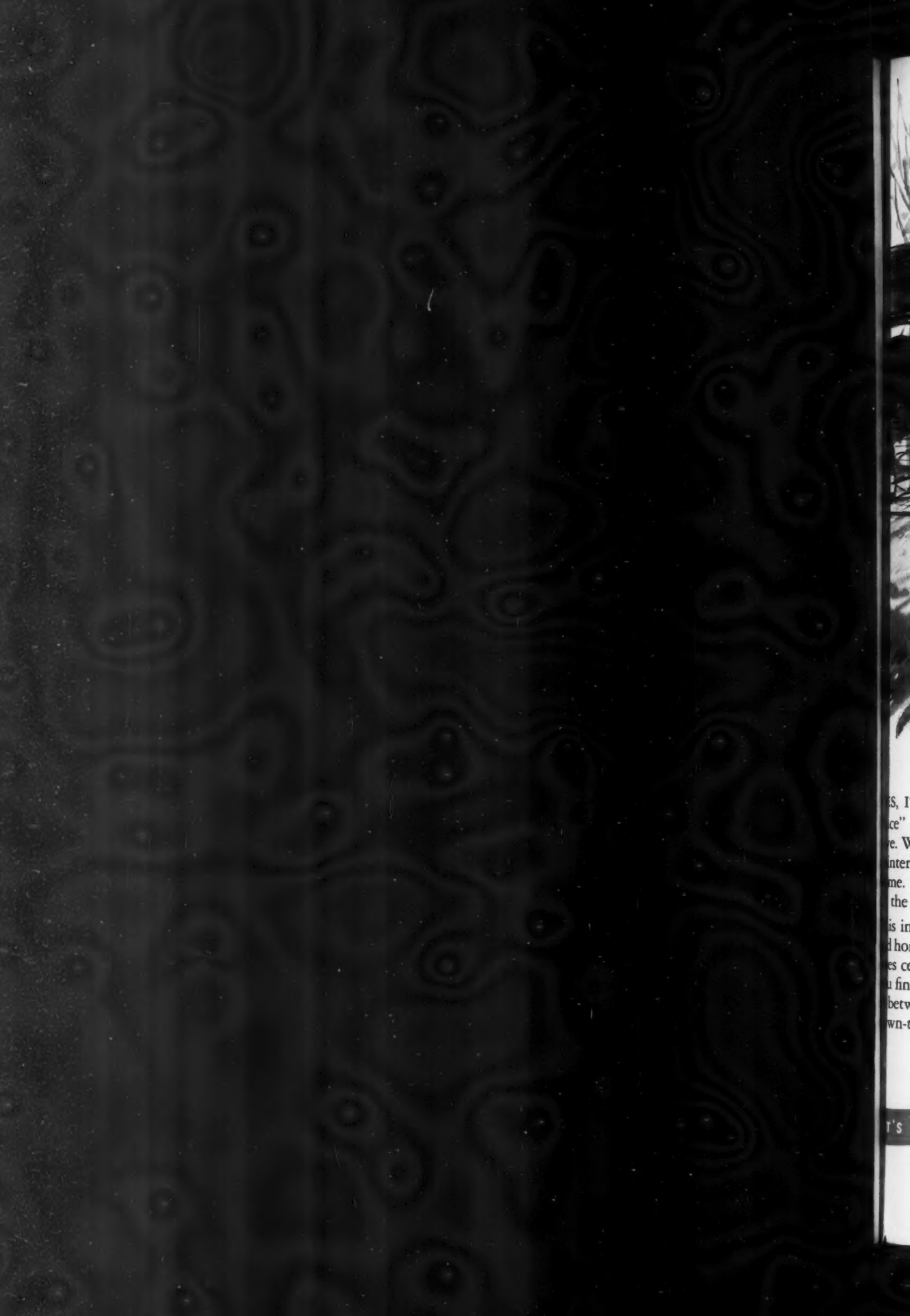
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T'S



FACE LIFTING!

IT TAKES EMOTION TO MOVE
MERCHANDISE...

BETTER HOMES & GARDENS IS
PERPETUAL EMOTION

ES, IT'S A MAJOR OPERATION... putting a new
"face" on a cherished friend: the home they own and
live. Would they think of skimping on either paint or
paper? Not much! This isn't *any* home... it's *their*
home. And that makes all the *emotional* difference (and
the *quality* difference) in the world!

This intense interest in every detail of home-building
and home-maintenance is characteristic of people whose
lives center around home, garden, children. Wherever
you find such people... in big towns or small towns or
between... you find *one* book to which they look for
down-to-earth help: Better Homes & Gardens.

Whether it's painting or papering, planting or planning
menus, Better Homes & Gardens tells them what they
want to know. It touches the emotional well-springs of
home life as no other magazine in America. It's a book
people *buy* so they can *spend*. That's important, Mr.
Advertiser. And this is equally important:

Because Better Homes & Gardens enables you to tell
your story, at one time, to 2,200,000 above-average
families, it gives you America's Biggest *Suburban* Home
Market. That means: not only the *right kind* of families
but *enough* of them to make it your best volume market!
Meredith Publishing Company, Des Moines.

IT'S THE LIFE THEY LEAD

IT'S THE BOOK THEY READ

BETTER HOMES & GARDENS

MORE THAN 2,200,000 FAMILIES

America's Biggest **SUBURBAN** *Home Market*

From the

4,421,747 SERVICES

HOUSEWIVES with cooking problems last year received from Mary Meade, Chicago Tribune home economics editor, a total of 53,522 items of service.

To Dr. Irving S. Cutter, health editor, came 88,432 letters about individual health problems.

Helen Bartlett, etiquette editor, answered 23,516 requests for assistance, while the Legal Friend of the People gave 14,841 answers to questions involving the law.

Eleanor Nangle's "Thru the Looking Glass" department answered 40,418 queries about beauty, while the Tribune Public Service offices supplied 38,240 answers to questions about military service and gave 167,454 services to readers planning trips and vacations.

All told, readers last year received from the Tribune 4,421,747 items of service.

—385,876 readers were served by telephone at the Public Service offices.

—975,048 readers were served there in person.

—90,724 were served by these offices by mail.

Entirely apart from the activities of the Public Service offices, the Tribune performed personal services for 1,368,726 readers thru its editorial and other departments.

Thru its main switchboard it gave answers to 1,567,255 inquiries by telephone.

So it went—at a rate of some 14,000 items of service every business day—all in addition to the transactions and services involving the circulation, auditing, advertising and other business departments.

These totals do not include the 657,363 persons who attended Tribune-sponsored events, or the 2,700,000 ballots received by the Tribune in the football players' and coaches' polls. It does not include the visits made by 57,194 readers who made tours of



Now enjoying a well-earned vacation back home, Sigrid Schultz, chief of the Chicago Tribune Berlin bureau since 1925, and a member of its foreign news staff since 1919, tells cable editor George J. Scharsbug about censorship and other troublesome matters in the daily life of an American correspondent in the Nazi capital. A native of Chicago, Miss Schultz is a fluent linguist and a recognized authority on international law and on arms and armaments.

the Tribune plant and the Tribune Tower observatory.

Impressive as may be the total in this record of individual service, it represents but one small phase of the larger field of Tribune service to readers.

The chief service a newspaper can perform for its readers is to keep them informed. To do so, the Tribune spares no expense or effort in order to gather and present the news of every significant development at home and abroad. It is constantly improving its product and strives to make each day's issue better than the day before.

The result of this policy shows up in the circulation record. Every day of the week, for nineteen consecutive months, Tribune net paid circulation has averaged over 1,000,000.

* * *

Greetings

Stores dealing exclusively in greeting cards have to sell a lot to make money. Chicago's two Jay-Jay Greeting Card Shops have hit upon an effective method of building store traffic and sales. Situated outside of Chicago's Loop, they tell about their merchandise thru quarter-page advertisements in the Chicago Sunday Tribune.

On Sunday, February 9, the Jay-Jay Stores ran a quarter-page ad in the Sunday Tribune featuring Valentine cards at from 5c to \$1.00 each. Despite the fact that the stores are located on streets blocked by Chicago's subway construction, the ad brought so many customers—from all parts of the city—that the stores had to stay open till

Correspondent . . . Services by the million . . . Sales managers' medium . . . Greetings . . . Sell as you test . . . Box car figures . . . Department stores.

TOWER

midnight for five nights in a row. They sold 241 Valentine cards at a buck apiece. Total sales were up 30% over the similar period in 1940.

At first, some fellow retailers regarded the use of Sunday newspaper advertising to sell greeting cards as a bit on the extravagant side for a neighborhood store. They don't think so now.

* * *

The Sales Managers' Medium . . .

Sales managers like the kind of advertising which works elbow to elbow with their salesmen, by exerting strong, localized pressure for the dealers. That's why sales managers responsible for the Chicago success of high priced

specialties and convenience items, sold to men and to women, recommend the use of the Tribune, which, every day of the week, delivers full-market, all-income coverage of metropolitan Chicago.

* * *

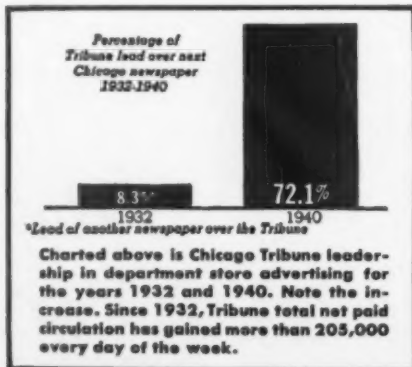
Sell as you Test

You can make your copy tests develop volume sales as well as copy facts when you take advantage of the highly flexible copy testing facilities available every day of the week in the Chicago Tribune. You can use advertising in black-and-white, newsprint color, comicolor, sepia roto, and coloroto. Here, for instance, in a single day's issue receiving more than 1,200,000 circulation you can test as many as five different pieces of copy and get the verdict from a huge metropolitan market of known responsiveness to advertising. A new bulletin describing the 18 different copy testing methods available in the Chicago Tribune is now ready. Ask for a copy. Address "Copy Testing, Chicago Tribune, Room 910, Tribune Tower, Chicago."

* * *

BOX CAR NUMBERS DEPT.

During 1940, the Chicago Tribune printed 857,660 individual want advertisements, or 379,061 more than were printed by any other Chicago newspaper.



MAY 15, 1941



TWENTY CENTS

Sales Management

- ★ Iron Fireman's Wizard Sales Kit: An All-in-One Training and Re-training Plan
- ★ Kirkhill Builds Sales from the Ground Up by Working with Plant Engineers
- ★ Three Reasons Why Encyclopaedia Britannica Sales are Chalking Up Big Gains
- ★ Enriched Bread Blitzes Baking Industry; Brings Price and Promotion Problems
- ★ Significant Trends — Marketing Pictographs — Advertising Campaigns

THE MAGAZINE OF MODERN MARKETING